



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**



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1           [There is no reportable action as a result of the  
2           Board of Supervisors' closed session held today.]  
3  
4  
5

6   **SUP. MOLINA, CHAIR:** GOOD MORNING. WE'RE GOING TO BEGIN THIS  
7 MORNING'S MEETING WITH OUR INVOCATION THAT'S GOING TO BE LED  
8 BY THE REVEREND LAKETA BUSH SIMMONS OF POMONA. OUR PLEDGE THIS  
9 MORNING WILL BE LED BY PHYLLIS CAPELLE, WHO IS A VOLUNTEER FOR  
10 THE SEPULVEDA VETERANS ADMINISTRATION. WOULD YOU ALL PLEASE  
11 STAND.  
12

13 **REVEREND LAKETA BUSH SIMMONS:** LET US PRAY. GRACIOUS GOD, WE  
14 COME HERE STANDING BUT SOMETIMES WE OPERATE UNDER THE  
15 INFLUENCE OF THINGS THAT WE SHOULDN'T BE. SOMETIMES WE'RE  
16 DRIVEN BY FEAR, SOMETIMES AMBITION BUT IT IS MY PRAYER TODAY  
17 THAT WE WILL, AT THIS MOMENT IN TIME, MOVE UNDER THE INFLUENCE  
18 OF LOVE, THAT EVERY DECISION THAT IS MADE TODAY WILL BE UNDER  
19 THE INFLUENCE OF LOVE, THAT EVERYTHING THAT IS SAID AND  
20 THOUGHT WILL BE MOVING UNDER THE INFLUENCE OF LOVE, THAT IT  
21 WILL SPILL OUT TO EVERY NEIGHBORHOOD, EVERY SYNAGOGUE, TEMPLE  
22 AND CONGREGATION, THAT YOU WILL FILL THIS ROOM AND IT WOULD  
23 OVERWHELM ANY FEAR, ANY PRIDE, THAT WE WILL FEEL YOUR PRESENCE  
24 AS WE MOVE UNDER THE INFLUENCE OF LOVE. AMEN.  
25



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1   **PHYLLIS CAPELLE:** PLEASE FACE THE FLAG, PLACE YOUR RIGHT HAND  
2   OVER YOUR HEART AND JOIN ME IN THE PLEDGE OF ALLEGIANCE. [  
3   PLEDGE OF ALLEGIANCE ]

4

5   **SUP. MOLINA, CHAIR:** IT'S MY PLEASURE THIS MORNING TO MAKE A  
6   PRESENTATION OF A CERTIFICATE OF APPRECIATION TO THE REVEREND  
7   LAKETA BUSH SIMMONS AS SHE LED US IN OUR VERY LOVING  
8   INVOCATION THIS MORNING. REVEREND BUSH SIMMONS SERVES AS THE  
9   ASSOCIATE MINISTER OF THE ANTIOCH MISSIONARY BAPTIST CHURCH IN  
10   POMONA AND IS ALSO THE EXECUTIVE DIRECTOR OF THE WYLINE'S  
11   REGROWTH CENTER, A FOSTER CARE AGENCY WHICH PROVIDES  
12   TRANSITIONAL HOUSING FOR EMANCIPATED YOUTH. THE REVEREND ALSO  
13   HOLDS LEADERSHIP AND ADVISORY ROLES FOR OVER A DOZEN CULTURAL  
14   AND SERVICE-ORIENTED ORGANIZATIONS SUCH AS THE CONSORTIUM FOR  
15   MULTICULTURAL PROJECTS AND THE POMONA VALLEY HUMAN RELATIONS  
16   COUNCIL. REVEREND BUSH SIMMONS HAS RECEIVED A MUCH DESERVED  
17   RECOGNITION OVER THE YEARS, INCLUDING THE YWCA WOMEN OF  
18   ACHIEVEMENT AWARD, AMONGST MANY OTHERS. IT'S MY PLEASURE TO  
19   PRESENT HER WITH A CERTIFICATE OF APPRECIATION FOR LEADING US  
20   THIS MORNING IN OUR INVOCATION. THANK YOU SO MUCH, REVEREND. [  
21   APPLAUSE ]

22

23   **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH?

24





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1   **SUP. ANTONOVICH:** WELL, IT'S OUR PLEASURE TO HAVE PHYLLIS  
2   CAPELLE DOWN HERE TODAY, WHO LED US IN THE PLEDGE OF  
3   ALLEGIANCE. SHE WAS A MEMBER OF THE UNITED STATES MARINE  
4   CORPS. SHE RANKED AS A SERGEANT, SERVED DURING WORLD WAR II  
5   FROM 1943 TO 1945, AND RECEIVED THE GOOD CONDUCT MEDAL AND THE  
6   VICTORY MEDAL. SHE'S AN ACCOUNTANT FOR CALIFORNIA STATE  
7   UNIVERSITY AT NORTHRIDGE. SHE IS A WIDOW WITH TWO CHILDREN AND  
8   THREE GRANDCHILDREN. WE APPRECIATE HER FOR COMING DOWN AND  
9   LEADING US IN THE PLEDGE OF ALLEGIANCE TODAY. [ APPLAUSE ]

10

11   **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. NEXT, I'M GOING TO ASK  
12   OUR EXECUTIVE OFFICER IF SHE WOULD PLEASE CALL THE AGENDA.

13

14   **CLERK VARONA-LUKENS:** THANK YOU, MADAM CHAIR. MEMBERS OF THE  
15   BOARD, WE'LL BEGIN ON PAGE 3. ON ITEM CS-3, AS NOTED ON THE  
16   GREEN SHEET, THE COUNTY COUNSEL REQUESTS A ONE-WEEK  
17   CONTINUANCE.

18

19   **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED.

20

21   **CLERK VARONA-LUKENS:** ON PAGE 6, ALSO AS NOTED ON THE GREEN  
22   SHEET, IT INCLUDES SUPERVISOR ANTONOVICH'S RECOMMENDATION,  
23   WHICH WILL BE ADDED TO S-1 AND TAKEN UP LATER IN THE MEETING.  
24   ALSO, OTHER ITEMS WILL BE TAKEN UP TOGETHER WITH THIS AND I'LL  
25   ANNOUNCE THOSE AS WE GO THROUGH THE AGENDA.



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1

2 **SUP. MOLINA, CHAIR:** VERY GOOD.

3

4 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE COMMUNITY  
5 DEVELOPMENT COMMISSION, ITEMS 1-D THROUGH 3-D.

6

7 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
8 SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

9

10 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE HOUSING  
11 AUTHORITY, ITEMS 1-H THROUGH 3-H.

12

13 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
14 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE PUBLIC  
17 WORKS FINANCING AUTHORITY, ITEMS 1-F AND 2-F AND I'LL READ 1-F  
18 INTO THE RECORD. ADOPT RESOLUTION APPROVING THE ISSUANCE OF  
19 THE LOS ANGELES COUNTY PUBLIC WORKS FINANCING AUTHORITY  
20 REVENUE BONDS, SERIES 2005-A, IN AGGREGATE PRINCIPAL AMOUNT  
21 NOT TO EXCEED \$25 MILLION. AND WE DO NEED A SEPARATE MOTION ON  
22 THAT, MADAM CHAIR.

23

24 **SUP. MOLINA, CHAIR:** WE NEED A SEPARATE MOTION ON THIS ONE?

25



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1 **CLERK VARONA-LUKENS:** YES.

2

3 **SUP. MOLINA, CHAIR:** OKAY. ON I-F, MOVED BY SUPERVISOR KNABE,  
4 SECONDED BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO  
5 ORDERED ON I-F. ON 2-F, MOVED BY SUPERVISOR YAROSLAVSKY,  
6 SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO  
7 ORDERED.

8

9 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE INDUSTRIAL  
10 DEVELOPMENT AUTHORITY, ITEM 1-I.

11

12 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
13 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

14

15 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE REGIONAL  
16 PARK AND OPEN SPACE DISTRICT, ITEM 1-P.

17

18 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
19 SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

20

21 **CLERK VARONA-LUKENS:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 24,  
22 I HAVE THE FOLLOWING REQUEST. AN ITEM NUMBER 2, AS NOTED ON  
23 THE AGENDA, THE CHIEF ADMINISTRATIVE OFFICER REQUESTS THE ITEM  
24 BE CONTINUED ONE WEEK TO MAY 17. ON ITEM NUMBER 3, HOLD FOR  
25 SUPERVISOR MOLINA, SUPERVISOR KNABE AND SUPERVISOR ANTONOVICH





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1 AND WE'LL TAKE UP ITEM NUMBER 3 AS REQUESTED BY SUPERVISOR  
2 MOLINA WITH ITEM S-1. ON ITEM NUMBER 7, HOLD FOR SUPERVISORS  
3 MOLINA, BURKE, YAROSLAVSKY AND ANTONOVICH. AND, AT THE REQUEST  
4 OF SUPERVISOR MOLINA, WE'LL TAKE UP THIS ITEM WITH S-1. THAT'S  
5 NUMBER 7. ALSO, I'M GOING TO BACKTRACK A LITTLE BIT, MADAM  
6 CHAIR. ON ITEM NUMBER 5, HOLD FOR A MEMBER OF THE PUBLIC. ON  
7 ITEM NUMBER 8, HOLD FOR A MEMBER OF THE PUBLIC. ON ITEM NUMBER  
8 11, HOLD FOR A MEMBER OF THE PUBLIC. ON ITEM NUMBER 14, AS  
9 NOTED ON THE AGENDA, THE CHIEF ADMINISTRATIVE OFFICER REQUESTS  
10 A ONE-WEEK CONTINUANCE.

11

12 **SUP. ANTONOVICH:** WHICH NUMBER IS THAT?

13

14 **CLERK VARONA-LUKENS:** THAT'S NUMBER 14.

15

16 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE HAVE A CONTINUANCE ON 2 AND  
17 14. ITEM 3 AND 7 ARE GOING TO BE HELD AS SET ITEMS. WE HAVE A  
18 NUMBER OF ITEMS, 5, 8 AND 11, THAT ARE HELD FOR THE PUBLIC. ON  
19 THE REMAINDER, MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
20 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEMS 25 THROUGH  
23 33. MADAM CHAIR, ON ITEM 25, WE ALSO HAVE CONSIDERATION OF  
24 YOUR RECOMMENDATION, SO I DON'T KNOW IF YOU WANT TO HOLD THIS  
25 ITEM FOR THE BOARD OR...



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1

2 **SUP. MOLINA, CHAIR:** NO. I THINK IT SHOWS IT ON THERE, SO IT'S  
3 AS AMENDED.

4

5 **CLERK VARONA-LUKENS:** OKAY.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ON THOSE ITEMS...

8

9 **CLERK VARONA-LUKENS:** AND THEN, ON ITEM NUMBER 30, SUPERVISOR  
10 YAROSLAVSKY REQUESTS A THREE-WEEK CONTINUANCE.

11

12 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED.

13

14 **CLERK VARONA-LUKENS:** AND-- OKAY.

15

16 **SUP. MOLINA, CHAIR:** THAT'S IT. ALL RIGHT. ITEM NUMBER 25  
17 THROUGH 33, WITH THE EXCEPTIONS OF ITEM NUMBER 30, MOVED BY  
18 SUPERVISOR KNABE...

19

20 **SUP. ANTONOVICH:** I WANT TO HOLD 25, MADAM CHAIR.

21

22 **SUP. MOLINA, CHAIR:** YOU WANT TO HOLD 25? ALL RIGHT. ITEM 25 IS  
23 HELD BY SUPERVISOR ANTONOVICH. ON THE REMAINDER, MOVED BY  
24 SUPERVISOR ANTONOVICH, SECONDED BY SUPERVISOR BURKE. IF  
25 THERE'S NO OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** MADAM CHAIR, BEFORE I MOVE FORWARD, I  
3 JUST WAS GIVEN A REQUEST ON ITEM NUMBER 13, TO HOLD FOR A  
4 MEMBER OF THE PUBLIC.

5

6 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'LL ASK FOR RECONSIDERATION.  
7 MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR ANTONOVICH.  
8 IF THERE'S NO OBJECTION, SO ORDERED ON RECONSIDERATION AND  
9 THAT IS BEFORE US AND WE WILL HOLD THAT FOR THE PUBLIC.

10

11 **CLERK VARONA-LUKENS:** OKAY. AGRICULTURE COMMISSIONER, WEIGHTS  
12 AND MEASURES, ITEM 34.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
15 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

16

17 **CLERK VARONA-LUKENS:** AUDIT COMMITTEE, ITEM 35.

18

19 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
20 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** BEACHES AND HARBORS, ITEMS-- ITEM 36.

23

24 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
25 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** BUSINESS LICENSE COMMISSION, AS NOTED ON  
3 THE AGENDA, SUPERVISOR ANTONOVICH REQUESTS ITEM 37 BE REFERRED  
4 BACK TO THE COMMISSION.

5

6 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE REFERRED BACK.

7

8 **CLERK VARONA-LUKENS:** CHIEF ADMINISTRATIVE OFFICE, ITEMS 38 AND  
9 39. ON ITEM 38, SUPERVISOR BURKE REQUESTS A REQUESTS A ONE-  
10 WEEK CONTINUANCE. ITEM 39 IS BEFORE YOU.

11

12 **SUP. MOLINA, CHAIR:** ON ITEM NUMBER 39, MOVED BY SUPERVISOR  
13 BURKE, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION,  
14 SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** COMMUNITY DEVELOPMENT COMMISSION, ITEM  
17 40.

18

19 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
20 SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** COMMUNITY AND SENIOR SERVICES, ON ITEM  
23 41, HOLD FOR SUPERVISOR MOLINA.

24

25 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD.



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1

2 **CLERK VARONA-LUKENS:** DISTRICT ATTORNEY, ITEMS 42 AND 43.

3

4 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
5 BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO  
6 ORDERED.

7

8 **CLERK VARONA-LUKENS:** FISH AND GAME COMMISSION, ITEM 44.

9

10 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
11 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

12

13 **CLERK VARONA-LUKENS:** HEALTH SERVICES, ITEMS 45 THROUGH 54. I  
14 HAVE THE FOLLOWING REQUEST. ON ITEM NUMBER 45, AS NOTED ON THE  
15 AGENDA, THE DIRECTOR REQUESTS A ONE-WEEK CONTINUANCE.

16

17 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE CONTINUED.

18

19 **CLERK VARONA-LUKENS:** ON ITEM NUMBER 46, HOLD FOR SUPERVISOR  
20 KNABE AND SUPERVISOR ANTONOVICH.

21

22 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE HELD FOR  
23 THEM.

24





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1 **CLERK VARONA-LUKENS:** ON ITEM 47, THE DIRECTOR REQUESTS A ONE-  
2 WEEK CONTINUANCE. ON ITEM 50, THE DIRECTOR REQUESTS A ONE-WEEK  
3 CONTINUANCE. ON ITEM 52, HOLD FOR SUPERVISORS MOLINA, BURKE,  
4 KNABE AND ANTONOVICH. AND, AT THE REQUEST OF SUPERVISOR  
5 MOLINA, WE'LL TAKE THIS ITEM UP WITH ITEM S-1.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. NOTING ALL THOSE EXCEPTIONS,  
8 THE REMAINING ITEMS ARE MOVED BY SUPERVISOR BURKE, SECONDED BY  
9 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

10

11 **CLERK VARONA-LUKENS:** MENTAL HEALTH, ITEMS 55 THROUGH 57. ON  
12 ITEM 55, HOLD FOR SUPERVISOR BURKE.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE ON THE  
15 REMAINDER, SECOND BY SECONDED BY SUPERVISOR ANTONOVICH. IF  
16 THERE'S NO OBJECTION, SO ORDERED.

17

18 **CLERK VARONA-LUKENS:** PARKS AND RECREATION, ITEMS 58 AND 59.

19

20 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
21 SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

22

23 **CLERK VARONA-LUKENS:** PUBLIC LIBRARY, ITEMS 60 AND 61. ON ITEM  
24 NUMBER 60, HOLD FOR SUPERVISOR MOLINA AND SUPERVISOR BURKE.

25



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1    **SUP. MOLINA, CHAIR:** ALL RIGHT. ON ITEM NUMBER 61, MOVED BY  
2    SUPERVISOR BURKE, SECONDED BY SUPERVISOR YAROSLAVSKY. IF  
3    THERE'S NO OBJECTION, SO ORDERED.

4

5    **CLERK VARONA-LUKENS:** PUBLIC SOCIAL SERVICES, ITEMS 62 AND 63.  
6    ON ITEM NUMBER 62, HOLD FOR SUPERVISORS MOLINA AND KNABE. ON  
7    ITEM 63, AS NOTED ON THE GREEN SHEET, THE DIRECTOR REQUESTS A  
8    ONE-WEEK CONTINUANCE.

9

10   **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED AND  
11   THE OTHER WILL BE HELD.

12

13   **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 64 THROUGH 111. I'M  
14   GOING TO READ ITEM 84 INTO THE RECORD AND WE'LL NEED A  
15   SEPARATE VOTE ON THIS ITEM. THAT'S THE RECOMMENDATION ACTING  
16   AS THE GOVERNING BODY OF THE LOS ANGELES COUNTY FLOOD CONTROL  
17   DISTRICT, ADOPT RESOLUTION APPROVING THE ISSUANCE OF LOS  
18   ANGELES COUNTY PUBLIC WORKS FINANCING REVENUE BOND, SERIES  
19   2005-A, IN AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$25  
20   MILLION. AND I DO-- I DO HAVE A REQUEST TO-- I'M SORRY. IT'S A  
21   SEPARATE VOTE.

22

23   **SUP. MOLINA, CHAIR:** ALL RIGHT. WHY DON'T WE JUST DO THAT VOTE  
24   NOW BEFORE YOU GO ON TO THE OTHERS. ON NUMBER 84, MOVED BY



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1 SUPERVISOR YAROSLAVSKY, SECONDED BY SUPERVISOR BURKE. IF  
2 THERE'S NO OBJECTION, SO ORDERED ON NUMBER 84.

3

4 **CLERK VARONA-LUKENS:** AND THEN ON ITEM 105, WE DO HAVE A  
5 REQUEST FROM A MEMBER OF THE PUBLIC TO HOLD THAT.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE HELD. SO, ON  
8 THOSE ITEMS, FROM 64 THROUGH 111, MOVED BY SUPERVISOR KNABE,  
9 SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO  
10 ORDERED.

11

12 **CLERK VARONA-LUKENS:** OKAY. ON PAGE 45, SHERIFF, ITEM 112.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
15 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

16

17 **CLERK VARONA-LUKENS:** TREASURER AND TAX COLLECTOR, ITEMS 113  
18 THROUGH 116.

19

20 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
21 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

22

23 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATIONS, ITEMS 117  
24 THROUGH 119. ON ITEM 117, THE COUNTY COUNSEL REQUESTS A ONE-  
25 WEEK CONTINUANCE.



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1

2 **SUP. MOLINA, CHAIR:** OKAY. ON THE REMAINDER, MOVED BY  
3 SUPERVISOR BURKE, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO  
4 OBJECTION, SO ORDERED.

5

6 **CLERK VARONA-LUKENS:** ORDINANCES FOR INTRODUCTION, ITEMS 120  
7 THROUGH 123. ON ITEM 120, SUPERVISOR YAROSLAVSKY REQUESTS A  
8 THREE-WEEK CONTINUANCE. ITEM 121, AN ORDINANCE AMENDING TITLE  
9 2, ADMINISTRATION OF THE LOS ANGELES...

10

11 **SUP. KNABE:** EXCUSE ME, WHICH ITEM WAS CONTINUED?

12

13 **SUP. MOLINA, CHAIR:** ITEM 120 FOR THREE WEEKS.

14

15 **CLERK VARONA-LUKENS:** 121, AN ORDINANCE AMENDING TITLE 2,  
16 ADMINISTRATION OF THE LOS ANGELES COUNTY CODE RELATING TO THE  
17 SMALL CRAFT HARBOR COMMISSION TO EXTEND THE SUNSET REVIEW DATE  
18 FOR THE COMMISSION TO DECEMBER 31, 2009. 122. AN ORDINANCE  
19 AMENDING TITLE 3, ADVISORY COMMISSIONS AND COMMITTEES OF THE  
20 LOS ANGELES COUNTY CODE CHAPTER 3.58 RELATING TO ORGANIZATION  
21 OF THE REAL ESTATE MANAGEMENT COMMISSION. AND ITEM 123, AN  
22 ORDINANCE AMENDING TITLE 5, PERSONNEL, OF THE LOS ANGELES  
23 COUNTY CODE RELATING TO THE MAXIMUM ACCOUNT BALANCE THAT MAY  
24 BE DISTRIBUTED AFTER THE PARTICIPANTS' SEPARATION FROM SERVICE  
25 WITHOUT THE PARTICIPANTS' CONSENT. THOSE ITEMS ARE BEFORE YOU.



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1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. ON THOSE REMAINING ITEMS, 121,  
3 122, 123, MOVED BY SUPERVISOR ANTONOVICH, SECONDED BY  
4 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

5

6 **CLERK VARONA-LUKENS:** ORDINANCES FOR ADOPTION, ITEMS 124  
7 THROUGH 125.

8

9 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
10 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

11

12 **CLERK VARONA-LUKENS:** SEPARATE MATTERS, ITEMS 126 TO 131. ITEM  
13 126 IS BEFORE YOU TO APPROVE.

14

15 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
16 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

17

18 **CLERK VARONA-LUKENS:** OKAY. AND THEN I'LL READ THESE INTO THE  
19 RECORD. THEY'RE 127 THROUGH 131. THEY'RE ALL THE TREASURER AND  
20 TAX COLLECTOR'S RECOMMENDATION. SO, 127, ADOPT RESOLUTION  
21 AUTHORIZING THE ISSUANCE AND SALE OF DOWNEY UNIFIED SCHOOL  
22 DISTRICT GENERAL OBLIGATION BONDS, ELECTION 2002, SERIES C, AN  
23 AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$25 MILLION. THAT  
24 ITEM IS BEFORE YOU.

25





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1   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
2   SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

3

4   **CLERK VARONA-LUKENS:** 128, ADOPT RESOLUTION AUTHORIZING THE  
5   ISSUANCE AND SALE OF GARVEY SCHOOL DISTRICT GENERAL OBLIGATION  
6   BONDS, ELECTION 2004, SERIES 2005, IN AGGREGATE PRINCIPAL  
7   AMOUNT NOT TO EXCEED \$10 MILLION.

8

9   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
10   BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

11

12   **CLERK VARONA-LUKENS:** 129, ADOPT RESOLUTION APPROVING THE  
13   ISSUANCE OF TAX EXEMPT REVENUE BONDS BY THE LOS ANGELES COUNTY  
14   PUBLIC WORKS FINANCING AUTHORITY, SERIES 2005-A.

15

16   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
17   SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

18

19   **CLERK VARONA-LUKENS:** 130, ADOPT RESOLUTION AUTHORIZING THE  
20   ISSUANCE AND SALE OF SAUGUS UNION SCHOOL DISTRICT GENERAL  
21   OBLIGATION BONDS, ELECTION 2002, SERIES B, AN AGGREGATE  
22   PRINCIPAL AMOUNT NOT TO EXCEED \$24,000,196.

23

24   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
25   BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.



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1

2 **CLERK VARONA-LUKENS:** 131, ADOPT RESOLUTION AUTHORIZING THE  
3 ISSUANCE AND SALE OF WALNUT VALLEY UNIFIED SCHOOL DISTRICT  
4 GENERAL OBLIGATION BONDS, 2000 ELECTION, SERIES E, AN  
5 AGGREGATE PRINCIPAL AMOUNT NOT TO EXCEED \$6,001,886.05.

6

7 **SUP. MOLINA, CHAIR:** AND FIVE CENTS. MOVED BY SUPERVISOR KNABE,  
8 SECONDED BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO  
9 ORDERED.

10

11 **CLERK VARONA-LUKENS:** BUDGET MATTER, ITEM 132, HOLD FOR THE  
12 BOARD.

13

14 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD.

15

16 **CLERK VARONA-LUKENS:** MISCELLANEOUS, ADDITIONS TO THE AGENDA  
17 REQUESTED BY BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE  
18 OFFICER, WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF  
19 THE MEETING, AS INDICATED ON THE GREEN SUPPLEMENTAL AGENDA.  
20 ITEM 133-A.

21

22 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
23 BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO  
24 ORDERED.

25



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1 **CLERK VARONA-LUKENS:** 133-B.

2

3 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
4 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

5

6 **CLERK VARONA-LUKENS:** THAT COMPLETES THE READING OF THE AGENDA.  
7 BOARD OF SUPERVISORS' SPECIAL ITEMS BEGINS WITH SUPERVISORIAL  
8 DISTRICT NO. 5.

9

10 **SUP. MOLINA, CHAIR:** THANK YOU. WE HAVE A COUPLE OF SPECIAL  
11 PRESENTATIONS THAT WE WOULD LIKE TO TAKE UP NOW. IT'S A  
12 PLEASURE THIS MORNING, WE WANT TO WELCOME TO LOS ANGELES  
13 COUNTY THE NEW CONSUL-GENERAL OF THE SLOVAK REPUBLIC, THE  
14 HONORABLE FRANTISEK HUDAK. I HOPE I PRONOUNCED THAT WELL. HE  
15 WAS ACCREDITED BY THE U.S. DEPARTMENT OF STATE ON MARCH 24TH  
16 OF THIS YEAR. CONSUL-GENERAL HUDAK IS A NATIVE OF THE SLOVAK  
17 REPUBLIC. HE RECEIVED HIS LAW DEGREE IN 1984 FROM THE  
18 UNIVERSITY OF PAVOL JOSEPH SAFARI. PRIOR TO ARRIVING IN LOS  
19 ANGELES, CONSUL-GENERAL HUDAK SERVED AS THE HEAD OF THE  
20 DIVISION, THE SECOND TERRITORIAL DEPARTMENT IN THE MINISTRY OF  
21 FOREIGN AFFAIRS FOR THE SLOVAK REPUBLIC. HIS OVERSEAS POSTINGS  
22 INCLUDED KENYA, PRAGUE, ZAMBIA AND ZIMBABWE. COUNSEL GENERAL  
23 HUDAK HAS ALSO SERVED AS AMBASSADOR OF THE SLOVAK REPUBLIC TO  
24 SOUTH AFRICA, LE SOTO, SWAZILAND, NAMIBIA AND MARUTAS. LOS  
25 ANGELES COUNTY IS THE HOME OF MANY PEOPLE OF VARIOUS DIFFERENT



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1 CULTURES AND BACKGROUNDS, INCLUDING THOSE OF SLOVAK DESCENT.  
2 WE APPRECIATE THE IMPORTANT CONTRIBUTIONS THAT SLOVAK-  
3 AMERICANS HAVE CONTRIBUTED TO ENRICH THE LIVES OF ALL THE  
4 RESIDENTS HERE IN LOS ANGELES COUNTY AND WE HOLD IN HIGH  
5 ESTEEM THE FRIENDSHIP THAT WE SHARE WITH YOUR COUNTRY. WE ARE  
6 PLEASED TO WELCOME CONSUL-GENERAL HUDAK AND HIS FAMILY TO THE  
7 LOS ANGELES COUNTY AREA. WE WANT TO PRESENT HIM WITH A PLAQUE  
8 TO COMMEMORATE YOUR POSTING HERE IN LOS ANGELES AND, MORE  
9 IMPORTANTLY, TO ESTABLISH A FRIENDSHIP WITH YOU AND OFFER ANY  
10 OF OUR SERVICES WHATSOEVER IN ORDER TO HELP YOU AS YOU CARRY  
11 OUT YOUR WORK HERE IN L.A. COUNTY. SO CONGRATULATIONS AND  
12 WELCOME TO LOS ANGELES. [ APPLAUSE ]

13

14 **THE HONORABLE FRANTISEK HUDAK:** THANK YOU VERY MUCH, SUPERVISOR  
15 GLORIA MOLINA, THANK YOU VERY MUCH HONORABLE MEMBERS OF THE  
16 BOARD FOR THIS BEAUTIFUL GIFT, WHICH I, OF COURSE, I WILL  
17 ALWAYS HAVE WITH ME AND I WOULD LIKE TO INFORM YOU THAT I AM  
18 THE FIRST CONSUL-GENERAL OF THE SLOVAK REPUBLIC TO LOS ANGELES  
19 AND I WOULD LIKE TO PROMOTE OR TO ESTABLISH GOOD CONTACTS  
20 BETWEEN OUR TWO COUNTRIES. I AM GOING TO COVER SOME OTHER  
21 STATES OF THE UNITED STATES SO IT MEANS THAT, FIRST OF ALL, I  
22 WOULD LIKE TO ESTABLISH GOOD CONTACTS WITH LOS ANGELES COUNTY  
23 AND SOME OF THE OTHER STATES OF THE UNITED STATES. THANK YOU  
24 VERY MUCH FOR THIS OPPORTUNITY TO BE HERE AND I HOPE THAT I



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1 WILL FULFILL MY DUTY. THANK YOU VERY, VERY MUCH AGAIN. [  
2 APPLAUSE ]

3

4 **SUP. MOLINA, CHAIR:** BEFORE I CALL ON SUPERVISOR ANTONOVICH,  
5 I'D LIKE TO CALL ON SUPERVISOR YAROSLAVSKY FOR A SPECIAL  
6 PRESENTATION.

7

8 **SUP. YAROSLAVSKY:** MADAM CHAIR, THANK YOU VERY MUCH FOR TAKING  
9 ME OUT OF ORDER. WE HAVE A VERY DISTINGUISHED GUEST THIS  
10 MORNING WHOM WE WANT TO HONOR AND IT'S APPROPRIATE BECAUSE HE  
11 IS CELEBRATING HIS 95TH BIRTHDAY, I DON'T WANT TO SHORTCHANGE  
12 YOU, NORMAN, YOUR 95TH BIRTHDAY AND WE'RE CELEBRATING THIS  
13 WEEK THE 60TH ANNIVERSARY OF HIS HISTORIC BROADCAST, WHICH I  
14 WILL MENTION IN A MOMENT. BUT FIRST, LET ME JUST READ THIS  
15 PROCLAMATION. NORM CORWIN CURRENTLY SERVES AS A DISTINGUISHED  
16 VISITING PROFESSOR AT THE UNIVERSITY OF SOUTHERN CALIFORNIA IN  
17 THE ANNENBERG SCHOOL FOR COMMUNICATION, AN INSTITUTION FOR  
18 WHICH HE HAS TAUGHT COURSES IN RADIO WRITING AND PRODUCTION  
19 SINCE 1979. NORMAN CORWIN A BOSTONIAN AND EMBARKED ON A  
20 DECADE-LONG NEWSPAPER CAREER BEFORE HE FOUND HIS TRUE CALLING  
21 IN THE INFANT MEDIUM OF COMMERCIAL RADIO BROADCASTING, QUICKLY  
22 ESTABLISHING HIMSELF IN 1938 AS AMERICA'S POET LAUREATE OF THE  
23 AIRWAVES, A PLAYWRIGHT WHOSE UNIQUE SERIES OF PROGRAMS  
24 OSCILLATED BETWEEN WHIMSY AND PASSION, SATIRE AND ANGER,  
25 REVERENCE AND IMPERTINENCE, YET REMAINED FIRMLY ANCHORED IN AN





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1 ABIDING RESPECT FOR HIS LISTENERS. NORMAN CORWIN EARNED THE  
2 RESPECT AND ADMIRATION OF THE TOP DRAMATIC WRITERS AND  
3 PERFORMERS OF THE DAY, WINNING NUMEROUS AWARDS AND HONORS FOR  
4 HIS WORK AND COMMANDING SOME OF THE LARGEST COAST-TO-COAST  
5 RADIO AUDIENCES EVER MEASURED, PARTICULARLY FOR THE  
6 UNPRECEDENTED FOUR NETWORK SIMULCAST OF HIS SINGULAR PROGRAM,  
7 "ON A NOTE OF TRIUMPH," AN HOUR-LONG COMMEMORATION OF VE DAY,  
8 THE END OF WORLD WAR II IN EUROPE. NORMAN, IN ADDITION TO HIS  
9 PIONEERING RADIO WORK, HAS ALSO WRITTEN AND DIRECTED FOR  
10 STAGE, FOR TELEVISION, FOR FILMS, LIKE HIS OSCAR-NOMINATED  
11 SCREEN PLAY FOR "LUST FOR LIFE," WHICH EARNED ANTHONY QUINN AN  
12 ACADEMY AWARD FOR BEST ACTOR, "THREE CANTATAS", AN OPERA  
13 LIBRETTO, A DOZEN BOOKS AND HUNDREDS OF ARTICLES AND COLUMNS  
14 THROUGH THE YEARS. THE BOARD OF SUPERVISORS OF THE COUNTY OF  
15 LOS ANGELES ARE RESOLVED TODAY THAT NORMAN CORWIN BE HEREBY  
16 HIGHLY COMMENDED FOR HIS SURPASSING ACCOMPLISHMENTS IN THE  
17 FIELD OF RADIO DRAMA AND FOR A LIFELONG BODY OF INSPIRING WORK  
18 ANIMATED BY HIS PROFOUND AND ABIDING FAITH IN HUMANITY WITH  
19 SINCERE BEST WISHES FOR A VERY HAPPY 95TH BIRTHDAY AND  
20 CONTINUED SUCCESS, FULFILLMENT AND ARTISTIC PRODUCTIVITY FOR  
21 MANY, MANY YEARS TO COME. MADAM CHAIR, BEFORE I PRESENT THIS  
22 TO NORMAN, WE HAVE A TREAT. WE'VE ASKED THE AUDIO ENGINEER TO  
23 QUEUE UP THE OPENING MINUTE OR 90 SECONDS OF "ON A NOTE OF  
24 TRIUMPH" AND, BEFORE HE PLAYS IT, I WANT TO READ YOU WHAT-- IN  
25 NORMAN'S BIOGRAPHY, WHAT IT SAYS ABOUT "A NOTE OF TRIUMPH". IT



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1 SAYS, "WHEN VE DAY FINALLY DID ARRIVE ON MAY 8TH, 1945, HE  
2 PRESENTED A MASTERPIECE, 'ON A NOTE OF TRIUMPH.' THIS ONE-HOUR  
3 LIVE STUDIO BROADCAST, WITH THE FULL ORCHESTRA PLAYING BEHIND  
4 HIM, WITH AN ORIGINAL SCORE, HAD AN ENORMOUS IMPACT. THOUSANDS  
5 OF CALLS, LETTERS, AND TELEGRAMS POURED IN. IT WAS RELEASED AS  
6 A SET OF 78 RPM RECORDS WHICH PROMPTLY SOLD OUT AND A HARD  
7 COVER COPY OF THE SCRIPT ALSO SOLD OUT IMMEDIATELY INTO  
8 ADDITIONAL PRESSINGS, BECOMING AN INSTANT BEST SELLER. IT IS  
9 DIFFICULT TO FULLY EXPLAIN THE IMPACT OF 'ON A NOTE OF  
10 TRIUMPH' TO ANYONE WHO HAS NOT HEARD THE PROGRAM BEFORE MORE  
11 THAN A HALF A CENTURY LATER. ITS POWER IS STILL OVERWHELMING.  
12 IT IS ARGUABLY THE GREATEST SINGLE RADIO BROADCAST OF THE 20TH  
13 CENTURY. IT IS UNQUESTIONABLY CORWIN'S MASTERPIECE." I'D LIKE  
14 TO ASK THE ENGINEER TO PLAY THE OPENING... [ INSTRUMENTAL ]

15

16 **NORMAN CORWIN:** SO THEY'VE GIVEN UP, THEY'RE FINALLY DONE IN  
17 AND THE RAT IS DEAD IN AN ALLEY BACK OF THE WILHELM STRAUSA.  
18 TAKE A BOW, G.I., TAKE A BOW, LITTLE GUY, THE SUPERMAN OF  
19 TOMORROW LIES AT THE FEET OF YOU COMMON MEN OF THIS AFTERNOON.  
20 THIS IS IT, KIDS! THIS IS THE DAY! ALL THE WAY FROM NEWBURY  
21 PORT TO VLADIVOSTOK, YOU HAD WHAT IT TOOK AND YOU GAVE IT AND  
22 EACH OF YOU HAS A HUNK OF RAINBOW AROUND YOUR HELMET. SEEMS  
23 LIKE FREE MEN HAVE DONE IT AGAIN!" [ INSTRUMENTAL ]

24



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1   **SUP. YAROSLAVSKY:** LADIES AND GENTLEMEN, MR. NORMAN CORWIN. [  
2   APPLAUSE ]

3

4   **NORMAN CORWIN:** WELL, LADIES AND GENTLEMEN, I MUST SAY THAT I'M  
5   OVERWHELMED. THIS IS A MUCH BETTER PRESENTATION THAN I COULD  
6   HAVE WRITTEN. [ LAUGHTER ]

7

8   **NORMAN CORWIN:** AND I MUST CONFESS, WITH SOME EMBARRASSMENT,  
9   THAT THIS IS MY FIRST ACQUAINTANCE WITH THIS MARVELOUS ENGINE  
10   OF GOVERNMENT. I FIND THAT LOS ANGELES COUNTY IS NOT ONLY  
11   AMONG THE GREATEST IN THE COUNTRY, PERHAPS THE BIGGEST OR THE  
12   MOST POPULOUS, BUT IT IS ALSO BIG IN OTHER WAYS AND IT'S BIG  
13   IN THAT A WORKER IN THE MEDIUM THAT IS COMMON TO US ALL CAN BE  
14   INVITED TO PARTICIPATE, CAN RECEIVE THIS BEAUTIFULLY  
15   CALLIGRAPHED DOCUMENT AND CAN RECEIVE AS STIRRING AN  
16   INTRODUCTION AS MR. YAROSLAVSKY HAS GIVEN US. I AM, AS  
17   ADVERTISED, 95. THAT'S CLOSE TO A HUNDRED, BY MY ARITHMETIC.  
18   AND I WAS ONCE ASKED IN AN INTERVIEW WHAT I WOULD LIKE TO READ  
19   IN MY OBITUARY AND I FIGURED THAT WHAT I'D LIKE REALLY TO READ  
20   IS, "NORMAN CORWIN, AGE 126..." [ LAUGHTER ]

21

22   **NORMAN CORWIN:** "...WAS KILLED YESTERDAY IN A DUEL WITH A  
23   JEALOUS LOVER." [ LAUGHTER AND APPLAUSE ]

24

25   **NORMAN CORWIN:** "HIS GUN JAMMED." [ LAUGHTER ]



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1

2 **NORMAN CORWIN:** I WANT TO THANK YOU VERY WARMLY. THIS IS SUCH A  
3 GREAT ROOM AND IT BASKS IN THE RADIANCE OF GOLD LETTERING  
4 QUOTING LINCOLN AND THIS IS A MOMENT I WILL NOT FORGET, THE  
5 CIRCUMSTANCE, THE WONDERFUL INTRODUCTION BY MR. YAROSLAVSKY  
6 AND THIS RECEPTIVE AUDIENCE. AND I THANK YOU VERY, VERY MUCH.  
7 [ APPLAUSE ]

8

9 **NORMAN CORWIN:** THANK YOU VERY MUCH.

10

11 **SUP. MOLINA, CHAIR:** CONGRATULATIONS, TO YOU, SIR.

12

13 **SUP. YAROSLAVSKY:** THANK YOU.

14

15 **SUP. MOLINA, CHAIR:** I DON'T SEE MR. SMITH HERE IF HE WAS HERE  
16 BUT THERE WAS A PRESENTATION THIS WEEKEND IN CELEBRATION OF  
17 THE 60TH ANNIVERSARY OF VE DAY AND THESE COMMEMORATIVE MEDALS  
18 WERE PUT OUT BY OUR COMMISSION AND SO THEY'VE GIVEN US EACH  
19 ONE OF THOSE AND THEY'RE AVAILABLE AT YOUR DESK WITH A NICE  
20 PROGRAM THAT NOTES THE COMMEMORATION OF THE 60TH ANNIVERSARY  
21 OF VE DAY, SO THAT IS BEFORE YOU. SUPERVISOR ANTONOVICH?

22

23 **SUP. ANTONOVICH:** DR. DAVID SANDERS. IS JUDGE NASH HERE AS  
24 WELL? OKAY. MARION KRINSKI. THIS MORNING, MARION, ZEV  
25 YAROSLAVSKY, JUDGE MICHAEL NASH, AND DR. DAVID SANDERS HAD A



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1 PRESS CONFERENCE RELATIVE TO OUR FOSTER PROGRAM, FOSTER CARE  
2 PROGRAM TO MOTIVATE, EDUCATE OUR COMMUNITY AS FOSTER CARE  
3 AWARENESS MONTH. WE'RE PROMOTING THE MONTH OF MAY AS LOS  
4 ANGELES COUNTY FOSTER CARE AWARENESS CAMPAIGN TO FOCUS ON THE  
5 NEEDS FOR COMMUNITY SUPPORT FOR THE THOUSANDS OF CHILDREN IN  
6 OUR FOSTER CARE SYSTEM. AS I SAID THIS MORNING, WE PUT ALL  
7 THOSE CHILDREN IN ONE ROOM OR ONE CITY, THEY'D BE THE 57TH  
8 LARGEST CITY IN THE COUNTY OF LOS ANGELES. THERE ARE  
9 APPROXIMATELY 27,000 CHILDREN WHO ARE IN OUR COUNTY SYSTEM  
10 WITH APPROXIMATELY 900 WAITING TO BE ADOPTED. THESE CHILDREN  
11 ARE WAITING FOR FAMILIES TO GIVE THEM THE OPPORTUNITY OF LOVE  
12 AND SUPPORT THAT THEY NEED TO GROW UP TO BE THE PRODUCTIVE  
13 CITIZENS OF TOMORROW. WE ALSO ARE RECOGNIZING THE EIGHT UNSUNG  
14 HEROES, EIGHT FOSTER CARE HEROES HERE TODAY WHO HAVE EACH  
15 FORGED THEIR OWN SUCCESS STORIES FROM BEING A FOSTER YOUTH, A  
16 SOCIAL WORKER, A CAREGIVER, VOLUNTEER OR ADVOCATE. IT'S FOR  
17 THEM AND ALL OF THE MANY OTHERS HELPING TO BRING ATTENTION TO  
18 THE TREMENDOUS NEED FOR COMMUNITY SUPPORT FOR OUR CHILDREN AND  
19 WE ALWAYS SAY THAT THAT HOTLINE NUMBER IS 888-811-1121. AND,  
20 AS I SAID THIS MORNING, THE REVEREND BILLY GRAHAM ONCE SAID,  
21 "IF EVERY CHURCH AND SYNAGOGUE IN THE UNITED STATES WOULD TAKE  
22 IN 10 FAMILIES WHO ARE ON WELFARE, WE COULD ELIMINATE THE  
23 WELFARE PROGRAM." WELL, IF LOS ANGELES COUNTY, IF EVERY CHURCH  
24 AND SYNAGOGUE, MEMBERS OF THEIR CONGREGATION WOULD COME  
25 FORWARD AND BECOME FOSTER PARENTS, MENTORS, ADOPTIVE PARENTS,





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1 WE COULD ELIMINATE THAT 27,000 CASELOAD IN THE COUNTY OF LOS  
2 ANGELES SYSTEM. SO, FIRST, WE HAVE JOSE GALINDO. TWO YEARS  
3 AGO, HE WAS A MEDICAL UNIT SOCIAL WORKER. JOSE HAD ONE OF THE  
4 MOST DIFFICULT DAYS IN HIS PROFESSIONAL CAREER. HE HAD TAKEN  
5 OVER THE CASE OF A 15-YEAR-OLD BOY WHO HAD BEEN IN A COMA FOR  
6 SEVERAL YEARS. WHEN THE CHILD DIED WITH NO FAMILY, NO  
7 IMMEDIATE FAMILY, JOSE FOUND HIMSELF CHARGED NOT ONLY WITH  
8 ARRANGING THE FUNERAL BUT ALSO HAVE TO RAISE FUNDS TO PAY FOR  
9 THAT FUNERAL. BY SECURING A GENERAL DONATION FROM A LOCAL  
10 CEMETERY, JOSE GAVE THE BOY THE DIGNITY HE DESERVED IN DEATH,  
11 TREATING HIM AS IF HE WAS HIS OWN CHILD. JOSE IS ONE OF MORE  
12 THAN 20 DEPARTMENT CHILDREN FAMILY SERVICE SOCIAL WORKERS WHO  
13 SPECIALIZE IN HANDLING THE CASES OF MENTALLY FRAGILE FOSTER  
14 CHILDREN. AND ATTENDING TO MANY OF THESE CHALLENGES AND VARIED  
15 NEEDS OF THESE YOUNG PEOPLE, JOSE IS REQUIRED TO WORK THROUGH  
16 THE COMPLICATED MEDICAL SYSTEM TO PROVIDE THAT CARE. HE ALSO  
17 URGES MORE COMMUNITY MEMBERS TO OPEN THEIR HEARTS AND HOMES TO  
18 THE MEDICALLY FRAGILE FOSTER CHILDREN. SO, JOSE, THANK YOU  
19 VERY MUCH FOR YOUR LEADERSHIP. [ APPLAUSE ]

20

21 **SUP. ANTONOVICH:** KATE CHILTON. TWO TO FOUR YEARS AFTER  
22 EMANCIPATION, 51% OF OUR YOUTH ARE UNEMPLOYED AND 62% HAVE NOT  
23 MAINTAINED A JOB FOR AT LEAST ONE YEAR. UNDER THE DIRECTION OF  
24 KATE CHILTON, VICE-PRESIDENT AND SENIOR LITIGATION COUNSEL,  
25 THE WARNER BROTHERS' LEGAL DEPARTMENT SEEKS TO ADDRESS THESE



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1 OUTCOMES BY EXTENDING EXTRAORDINARY INTERNSHIP OPPORTUNITIES  
2 FOR FOSTER YOUTH AT WARNER BROTHERS. UNDER THE WARNER BROTHERS  
3 PROGRAM, FOSTER YOUTH HAVE BEEN PART OF EXCITING JOB PROGRAM,  
4 INCLUDING WORKING ON INTERNATIONAL TRADEMARK ASSIGNMENTS WITH  
5 PARALEGALS ATTENDING TO MORE THAN 20,000 ACTIVE TRADEMARK  
6 FILES. GETTING WORK EXPERIENCE WITH A RECOGNIZED AND RESPECTED  
7 CORPORATION IS A SPECIAL OPPORTUNITY FOR OUR FOSTER YOUTH.  
8 INTERNS RECEIVE THE NURTURING AND GUIDANCE THEY NEED TO EXCEL  
9 AND ALSO COME AWAY WITH ADDED CONFIDENCE THAT ENHANCES THEIR  
10 ABILITY TO STAND ON THEIR TWO FEET AND BE RESPONSIBLE ADULTS.  
11 SO, KATE, THANK YOU VERY MUCH FOR YOUR LEADERSHIP AND FOR TIME  
12 WARNER-- WARNER BROS. [ APPLAUSE ]

13

14 **SUP. ANTONOVICH:** FATHER EDWIN BACON IS ONE OF THE CRITICAL  
15 NEEDS FOR YOUTH LEAVING THE FOSTER CARE SYSTEM. IT'S USUALLY  
16 AT ABOUT THE AGE OF 18, IS TO HAVE A CONNECTION WITH SOMEONE  
17 WHO TRULY CARES ABOUT THEM AND WHO THEY CAN REALLY DEPEND UPON  
18 DURING DIFFICULT TIMES. UNDER THE DIRECTION OF FATHER EDWIN  
19 BACON, MEMBERS FROM ALL SAINTS EPISCOPAL CHURCH IN PASADENA  
20 HAVE BROUGHT TOGETHER A UNIQUE BRAND-- BAND OF PASSION AND  
21 PARTNERSHIPS. THIS ENERGIZED GROUP OF VOLUNTEERS CURRENTLY HAS  
22 PROJECTS UNDERWAY TO ENGAGE MEMBERS OF THE CONGREGATION IN A  
23 WIDE RANGE OF ACTIVITIES AIMED AT SUPPORTING OUR YOUNG PEOPLE.  
24 THEY ARE DETERMINED TO EDUCATE THE BROADER COMMUNITY ABOUT THE  
25 FOSTER CARE SYSTEM AND ADVOCATING THE NECESSARY REFORMS THAT



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1 ARE REQUIRED. MORE THAN 180 VOLUNTEERS FROM ALL SAINTS GO  
2 ACROSS OUR CITY AND COUNTY, ARE ACTIVELY ENGAGED IN MENTORING  
3 EFFORTS TO MAKE A REAL DIFFERENCE IN THE LIVES OF CHILDREN.  
4 THESE EFFORTS MAKE A TANGIBLE DIFFERENCE FOR OUR YOUTH AND  
5 ACCEPTING ON BEHALF OF THE FATHER, HE WAS HERE AT THE PRESS  
6 CONFERENCE THIS MORNING, IS JEANETTE MANN FROM ALL SAINTS. SO,  
7 JEANETTE, THANK YOU VERY MUCH. [ APPLAUSE ]

8

9 **SUP. ANTONOVICH:** OLIVIA ADAMS HAS BEEN PROVIDING A WARM,  
10 FRIENDLY HOME FOR FOSTER YOUTH FOR OVER 12 YEARS, SHELTERING  
11 OVER 35 CHILDREN. WHEN CALLED TO TAKE A CHILD AT THE LAST  
12 MOMENT, SHE NEVER SAYS "NO". SHE'S A SINGLE MOTHER WITH-- SHE  
13 WORKS FULL-TIME AND HAS A DAUGHTER AND GRANDSON OF HER OWN.  
14 BELIEVING STRONGLY IN A GETTING A GOOD EDUCATION, OLIVIA FINDS  
15 ASSISTANCE TO ENROLL ALL OF HER CHILDREN IN PRIVATE SCHOOLS,  
16 WORKING HARD TO GET SCHOLARSHIPS FOR THEM AND IDENTIFYING  
17 AFTER-SCHOOL PROGRAMS, TUTORING AND MENTORING PROGRAMS, TO  
18 HELP THEM. OTHER INITIATIVES THAT SHE HELPS THAT WILL BENEFIT  
19 THEM, SHE'S INVOLVED IN SEEKING THOSE OUT AS WELL. SHE  
20 PROVIDES OTHER FOSTER FAMILIES WITH ASSISTANCE AND SUPPORT,  
21 TAKING THEIR CHILDREN ON THE WEEKENDS IF THEY NEED A BREAK,  
22 SHARING HER EXPERIENCE WHEN THEY ARE DEALING WITH A TROUBLED  
23 YOUTH, AND PROVIDING MORAL SUPPORT DURING THOSE DIFFICULT  
24 TIMES OF RAISING A CHILD. OLIVIA HAS TRULY CHANGED THE LIVES  
25 OF FOSTER YOUTH, MANY OF WHOM SHE HAS ADOPTED AND IS FIERCELY



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1 COMMITTED TO CREATING A BETTER LIFE FOR THESE CHILDREN. SO,  
2 OLIVIA, THANK YOU. [ APPLAUSE ]

3

4 **SUP. ANTONOVICH:** LA TOYIA CONWAY, ON HER WALL IS A POLICE  
5 PHOTOGRAPH OF A WOMAN WHO HAS BEEN BEATEN. WHEN I ASKED WHY  
6 SHE DISPLAYS THIS GRAPHIC PHOTOGRAPH, SHE SAYS SHE KEEPS IT  
7 THERE TO REMIND HERSELF HOW FAR SHE HAS COME. SEVEN YEARS AGO,  
8 LA TOYIA WAS ABUSING SUBSTANCE AND IN AN ABUSIVE RELATIONSHIP  
9 THAT CAUSED HER TO LOSE CUSTODY OF ALL OF HER SEVEN CHILDREN.  
10 WHEN HER CHILDREN WERE PLACED IN FOSTER CARE, LA TOYIA WAS  
11 ORDERED TO ATTEND DRUG AND DOMESTIC VIOLENCE TREATMENT  
12 PROGRAMS. IT WAS A VERY HUMBLING EXPERIENCE, SHE SAYS, AND  
13 DETAINING MY CHILDREN WAS A HORRIBLE FEELING BUT THE SYSTEM  
14 GAVE ME A CHANCE AND THE OPPORTUNITY TO BE SOBER. IT WAS A  
15 SWIFT KICK AND A WAKE-UP CALL. SHE IS NOW MARRIED, OFF  
16 WELFARE, OWNS HER OWN HOME AND HAS BEEN SOBER FOR SIX YEARS.  
17 ALL OF HER CHILDREN HAVE RETURNED HOME AND ARE DOING WELL. [  
18 APPLAUSE ]

19

20 **SUP. ANTONOVICH:** SHE HAS A FULL-TIME JOB AS A DOMESTIC  
21 VIOLENCE FACILITATOR AT THE SAME TREATMENT PROGRAM THAT  
22 ORIGINALLY HELPED HER. NO MATTER WHAT SOMEONE TOLD YOU, YOU  
23 CAN SUCCEED. SUCCEED SHE HAS AND CONGRATULATIONS. [ APPLAUSE ]

24



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1    **SUP. ANTONOVICH:** TRAMISHA POINDEXTER HAD A LONG JOURNEY FROM A  
2    HOME IN COMPTON IN THE HALLS OF THE UNITED NATIONS IN GENEVA,  
3    SWITZERLAND, BUT FORMER FOSTER YOUTH IS DETERMINED TO MAKE THE  
4    MOST OF EVERY OPPORTUNITY TO SPEAK OUT FOR THE NEEDS OF  
5    CHILDREN IN OUR FOSTER CARE SYSTEM. WHEN SHE ENTERED FOSTER  
6    CARE AS A YOUNG CHILD AFTER HER MOTHER PASSED AWAY, SHE LACKED  
7    A GOOD SUPPORT SYSTEM. AS A RESULT, SHE DID NOT HAVE THE  
8    OPPORTUNITY TO DEAL WITH THOSE ISSUES FACING HER, SHE LACKED A  
9    GOOD SUPPORT SYSTEM, SHE DEALT WITH LONELINESS, FEAR AND  
10    SADNESS WHILE TRYING TO FIND STABILITY AND BUILD A FOUNDATION  
11    FOR HER ADULT LIFE. TRAMISHA EXEMPLIFIES THE GREAT PERSONAL  
12    RESILIENCE OF FOSTER YOUTH AND, AFTER STABILIZING HER OWN LIFE  
13    AND ESTABLISHING HER OWN ADULT PATH, SHE DEDICATED HERSELF TO  
14    IMPROVING THE LIFE OF OTHERS. A LEADER OF CALIFORNIA YOUTH  
15    CONNECTION, WHICH IS A GRASSROOTS ORGANIZATION ADVOCATING FOR  
16    FOSTER YOUTH, SHE HAS TRAVELED WIDELY TO HELP DEVELOP SKILLS,  
17    TRANSITIONING FOSTER YOUTH AND ADVOCATE FOR LEGISLATION AT THE  
18    FEDERAL AND STATE LEVEL. SHE'S ALSO A POET. HER WORK REFLECTS  
19    HER OWN BEAUTY, STRENGTH AND UNIQUE PERSONALITY AND MAKES A  
20    POWERFUL IMPACT ON EVERYONE THAT SHE MEETS. IN HER OWN WORDS,  
21    "SITUATIONS SOMETIMES COME WITH NO INVITATION AND LEAVE WITH  
22    NO EXPLANATION. IT'S UP TO EACH OF US TO FIND OUR FINAL  
23    DESTINATION." [ APPLAUSE ]  
24  
25    **SUP. ANTONOVICH:** YOU'VE DONE VERY WELL. [ APPLAUSE ]



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1

**SUP. ANTONOVICH:** HECTOR MADRIGAL IS A DIRECTOR OF PUBLIC SERVICES FOR THE LOS ANGELES UNIFIED SCHOOL DISTRICT. HE LED THE WAY FOR THE AFTER-SCHOOL BOARD MEMBERS WHO LED THE WAY AFTER SCHOOL BOARD MEMBERS DIRECTED TO RECRAFTING THE POLICIES AFFECTING FOSTER YOUTH IN THE LARGEST SCHOOL DISTRICT IN OUR STATE. AS A RESULT OF HARD WORK, HECTOR AND THE STRONG COMMITMENT OF THE DISTRICT'S BOARD OF EDUCATION, A NEW AND COMPREHENSIVE POLICY WAS DRAFTED AND NOW SERVES AS A MODEL FOR OTHER SCHOOL DISTRICTS IN OUR STATE. THE NEW DIRECTIVE TACKLES ESSENTIAL ISSUES WHILE SUPPORTING FOSTER YOUTH IN HOPES OF REVERSING THE DISMAL TRENDS AND MULTIPLE CHANGES OF SCHOOLS, TIME OUT OF SCHOOL DUE TO PAPERWORK DELAYS, LOST CREDITS THAT CONTRIBUTE TO POOR EDUCATIONAL OUTCOMES. AS A RESULT, SADLY, 30% OF FOSTER YOUTH FUNCTIONED BELOW THEIR EDUCATIONAL GRADE LEVEL AND ALMOST HALF FAIL TO COMPLETE HIGH SCHOOL. HECTOR'S WILLINGNESS TO CHALLENGE THE STATUS QUO AND TO BE A VOICE FOR THOSE YOUNG PEOPLE WHO ARE TOO EASILY FORGOTTEN IN OUR SCHOOL SYSTEM HAS PARTICIPATED RENEWED HOPE THAT THOSE TRENDS WILL BE REVERSED. HIS WILLINGNESS TO THINK OUTSIDE THE BOX, TO BE A CREATIVE PROBLEM SOLVER, AND TO WORK WITH ADVOCATES, SOCIAL WORKERS, CAREGIVERS, FAMILIES AND CHILDREN IS MATCHED ONLY BY HIS GENUINE CONCERN FOR THOSE AT-RISK CHILDREN. [ APPLAUSE ]

24





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1    **SUP. ANTONOVICH:** MIRIAM, DO YOU WANT TO SAY A FEW WORDS AND  
2    THEN DR. SANDERS?

3

4    **MIRIAM KRINSKI:** I'D LIKE TO THANK OUR SUPERVISORS FOR  
5    ACKNOWLEDGING THE WORK OF THESE TREMENDOUS INDIVIDUALS. THEY  
6    CHALLENGE ALL OF US TO DO BETTER BY THE CHILDREN, THE OVER  
7    25,000 CHILDREN THAT WE RAISE COLLECTIVELY AS THE COMMUNITY  
8    WHEN WE BRING THEM INTO OUR FOSTER CARE SYSTEM. WHEN WE LISTEN  
9    TO THESE STORIES AND THESE ACCOMPLISHMENTS, WE KNOW THAT WE  
10   CAN DO BETTER BY THESE CHILDREN AND, WHEN ALL OF US AS A  
11   COMMUNITY, DURING THE COURSE OF THIS MONTH AND BEYOND, TRY TO  
12   MAKE A DIFFERENCE AND ENGAGE IN REGARD TO THE NEEDS OF OUR  
13   CHILDREN IN THIS COMMUNITY, WE WILL MAKE A DIFFERENCE. SO WE  
14   THANK YOU FOR HELPING US ACKNOWLEDGE THEIR GOOD WORK AS PART  
15   OF THE FOSTER CARE AWARENESS MONTH AND WE LOOK FORWARD TO  
16   SEEING FURTHER INSPIRED STORIES IN THE YEARS TO COME. THANK  
17   YOU. [ APPLAUSE ]

18

19   **DR. DAVID SANDERS:** I'D ALSO LIKE TO THANK THE BOARD OF  
20   SUPERVISORS FOR THEIR LEADERSHIP ON THIS ISSUE. IT'S RARE TO  
21   HAVE AN ELECTED BODY SHOW SUCH A COMMITMENT TO YOUNG CHILDREN  
22   AND CHILDREN IN FOSTER CARE AND THE FACT THAT THEY WOULD TAKE  
23   TIME TO RECOGNIZE THE FOSTER CARE HEROES IS A VERY POWERFUL  
24   STATEMENT. I ALSO WANT TO CONGRATULATE THE SEVEN FOSTER CARE  
25   HEROES WHO ARE HERE TODAY AND THE EIGHT TOTAL FOR THEIR



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1   INSPIRATIONAL WORK. I GOT A CHANCE DURING THE PRESS CONFERENCE  
2   EARLIER TO HEAR, IN DETAIL, THE THINGS THAT THEY HAD DONE AND  
3   SUPERVISOR ANTONOVICH WAS ABLE TO READ PART OF THAT BUT THEIR  
4   STORIES ARE ALL TRULY INSPIRING. AND THEN FINALLY, JUST WANT  
5   TO THANK MIRIAM KRINSKI FOR THE LEADERSHIP THAT SHE'S PROVIDED  
6   IN BRINGING FORWARD THE ISSUE OF FOSTER CARE DURING FOSTER  
7   CARE RECOGNITION MONTH, SO THANKS. [ APPLAUSE ]

8

9   **SUP. YAROSLAVSKY:** MADAM CHAIR, I JUST WANT TO BE BRIEF AND ADD  
10  MY THANKS AND CONGRATULATIONS TO ALL OF THE HONOREES BUT ALSO  
11  TO MIRIAM KRINSKI FOR HER INCREDIBLE EFFORTS TO FOCUS  
12  ATTENTION AND A POSITIVE LIGHT ON THE FOSTER CARE PROGRAM AND  
13  WHAT A DIFFERENCE YOU'VE MADE OVER THESE LAST FEW YEARS AND TO  
14  DAVID SANDERS AS WELL FOR THE DIFFERENCE HE'S MADE. THANK YOU  
15  VERY MUCH FOR HELPING REDUCE THE ODDS THAT THESE KIDS WOULD  
16  NOT MAKE IT. IT'S IMPROVING THE ODDS THAT THEY WILL MAKE IT. [  
17  APPLAUSE ]

18

19  **SUP. ANTONOVICH:** MAY IS ALSO MENTAL HEALTH MONTH AND WITH ME  
20  WE'LL BRING UP OUR DIRECTOR OF DEPARTMENT OF MENTAL HEALTH,  
21  DR. MARVIN SOUTHARD, ALONG WITH KUMAR MENON, WHO IS THE  
22  ASSISTANT TO DR. SOUTHARD, BRUCE SALTZER, WHO IS FROM THE  
23  ASSOCIATION OF COMMUNITY HUMAN SERVICES, STELLA MARCH, WHO IS  
24  THE PRESIDENT OF THE NATIONAL ALLIANCE FOR THE MENTALLY ILL,  
25  LOS ANGELES CHAPTER, ILEAN RABEN, CHAIRPERSON, PRESIDENT OF



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1 THE MENTAL HEALTH COMMISSION AND ANNA SWETT, WHO IS PRESIDENT  
2 OF THE LOS ANGELES COUNTY CLIENT COALITION. AS WE KNOW, MENTAL  
3 HEALTH AFFECTS ONE IN FIVE AMERICANS EVERY YEAR AND CO-  
4 OCCURRENCES OF MENTAL ILLNESSES AND SUBSTANCE ABUSE IS A  
5 SIGNIFICANT CONCERN THAT REQUIRES AN INTEGRATED MENTAL HEALTH  
6 TREATMENT PROGRAM. LOS ANGELES COUNTY HAS MADE A COMMITMENT TO  
7 COMMUNITY-BASED SYSTEMS OF MENTAL HEALTH CARE FOR ALL  
8 RESIDENTS. MENTAL HEALTH IS A FUNDAMENTAL COMPONENT OF GENERAL  
9 HEALTH, AND INDISPENSABLE FOR ONE'S WELLBEING, FAMILY,  
10 INTERPERSONAL RELATIONSHIPS AND INTERACTIONS WITH OUR FELLOW  
11 SOCIETY MEMBERS. THE LOS ANGELES COUNTY MENTAL HEALTH  
12 COMMISSION AND THE L.A. COUNTY DEPARTMENT OF MENTAL HEALTH  
13 HAVE JOINED THE BOARD IN A FOCUSED EFFORT TO RAISE AWARENESS  
14 AND THAT IS WHY WE PROCLAIM THE MONTH OF MAY AS THE MENTAL  
15 HEALTH ILLNESS MONTH. THE DEPARTMENT AND COMMISSION AND CO-  
16 SPONSOR A RECOGNITION AWARDS PROGRAM IN MAY AND COMMUNITIES  
17 AROUND THE COUNTY WILL HOLD SPECIAL EVENTS. SO NOW WE WOULD  
18 LIKE TO GIVE THIS PROCLAMATION TO DR. SOUTHARD AND EACH OF YOU  
19 HERE. [ APPLAUSE ]

20

21 **DR. MARVIN J. SOUTHARD:** THANK YOU, SUPERVISOR ANTONOVICH. I  
22 WANT TO THANK THE MEMBERS OF THE BOARD FOR THEIR SUPPORT IN  
23 MAKING THE AWARENESS OF MENTAL HEALTH ISSUES MORE KNOWN TO THE  
24 PUBLIC. AS WE KNOW, ONE OF THE MAJOR ISSUES THAT MAKES MENTAL  
25 ILLNESS SO DIFFICULT TO DEAL WITH IS THAT THE STIGMA THAT IS



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1 RELATED TO IT PUTS AN ADDITIONAL BURDEN TO PERSONS WHO SUFFER  
2 FROM MENTAL ILLNESS AND THEIR FAMILIES. SO OUR MAY IS MENTAL  
3 HEALTH MONTH IS MEANT, MORE THAN ANYTHING ELSE, TO RELEASE  
4 THAT STIGMA SO THAT PEOPLE REALIZE THAT MENTAL ILLNESS IS JUST  
5 ANOTHER ILLNESS AND IT DOES NOT-- SHOULD NOT BE LOOKED ON ANY  
6 DIFFERENTLY THAN HEART DISEASE OR DIABETES, JUST ANOTHER  
7 ILLNESS THAT CAN BE TREATED AND CAN REACH RECOVERY. EVERY MAY  
8 AS MENTAL HEALTH MONTH IS AN IMPORTANT MONTH. THIS YEAR, IT IS  
9 PARTICULARLY IMPORTANT BECAUSE, WITH OUR PARTNERS IN FAMILIES,  
10 CLIENTS, AND COMMUNITY AGENCIES, WE HAVE THE OPPORTUNITY,  
11 THROUGH THE MENTAL HEALTH SERVICES ACT, TO TRANSFORM OUR  
12 SYSTEM AND TO FULFILL THE PROMISE THAT WAS MADE 40 YEARS AGO  
13 WHEN PEOPLE WHO WERE RELEASED FROM MENTAL HEALTH-- FROM MENTAL  
14 HOSPITALS THAT THEY COULD RECEIVE, IN THE COMMUNITY, THE HELP  
15 THAT THEY NEED TO LIVE FULL LIVES. MENTAL HEALTH SERVICES ACT  
16 IS GIVING US THE OPPORTUNITY TO BEGIN TO FULFILL THAT PROMISE.  
17 SO I THANK THE BOARD FOR THEIR SUPPORT AND FOR THIS  
18 RECOGNITION OF MAY AS MENTAL HEALTH MONTH. [ APPLAUSE ]

19

20 **ANNA SWETT:** THAT WAS VERY LOVELY, DR. SOUTHARD. MYSELF, I HAVE  
21 COME QUITE A LONG WAYS FROM WHERE I USED TO BE AT ONE TIME AND  
22 TO WHERE I AM NOW. I AM NOW THE CHAIRMAN OF THE LOS ANGELES  
23 COUNTY CLIENT COALITION. AND THERE WAS A TIME IN MY LIFE WHEN  
24 I DIDN'T KNOW ANY OTHER ROAD WAS AVAILABLE FOR ME BUT NOW I'VE  
25 HAD STRONG CONVICTIONS ABOUT MENTAL HEALTH AND THE WONDERFUL



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1 SERVICES THAT THE COMMUNITY-- THAT THE COUNTY PROVIDES. I ALSO  
2 WANT TO ENCOURAGE PEOPLE, IF THEY DO HAVE DIFFICULTY WITH  
3 THEIR HOUSING SITUATIONS, I'VE BEEN IN PERMANENT HOUSING NOW  
4 FOR 10 YEARS THROUGH THE COOPERATION OF MR.-- THROUGH THE  
5 COOPERATION OF SUPERVISOR YAROSLAVSKY'S OFFICE AND I DO  
6 APPRECIATE THE FACT THAT I'VE BEEN STEADILY HOUSED FOR 10  
7 YEARS, WHERE OTHERS ARE HOMELESS. AND ONE OF THE PLACES THAT I  
8 DID LIVE ABOUT 12 YEARS AGO WAS DAYBREAK SHELTER AND I HAVE A  
9 MEMBER IN THE AUDIENCE, A DIRECTOR, A FACILITATOR IN THE  
10 AUDIENCE AND I ALSO HAVE-- I'D LIKE TO GIVE MY APPRECIATION TO  
11 MY GUEST, RICHARD KRISENOUWSKI, AND MR. AND MRS. EDWARD LEWIS,  
12 WHO-- MY ATTORNEY, EDWARD LEWIS, WHO WAS MY FORMER EMPLOYER.  
13 THANK YOU SO MUCH. I REALLY APPRECIATE THIS OPPORTUNITY. [  
14 APPLAUSE ]

15

16 **STELLA MARCH:** MAY IS MENTAL HEALTH MONTH AND I HAVE A VERY  
17 SPECIAL FEELING FOR IT, BECAUSE NAMI STIGMA BUSTERS E-MAIL  
18 ALERT, WHICH I AM NATIONAL COORDINATOR FOR. OUR BASIC THOUGHT  
19 IS, BELIEF IS THAT IT IS A NO-BLAME, NO-SHAME MENTAL ILLNESS,  
20 LIKE ANY OTHER MENTAL ILLNESS AND, IF WE GO IN AN AUDIENCE OF  
21 ANY KIND, THERE'S ONE IN FIVE WHO WILL EXPERIENCE A MENTAL  
22 ILLNESS DURING HIS OR HER LIFETIME AND IT DOES HAPPEN. I'VE  
23 CHECKED IT OUT AT MEETINGS I'VE ATTENDED AND I WISH YOU ALL A  
24 VERY HAPPY MENTAL HEALTH MONTH AND THAT NONE OF YOU ARE HIT  
25 WITH THIS MENTAL ILLNESS. THANK YOU. [ APPLAUSE ]



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1

2 **BRUCE SALTZER:** ON BEHALF OF THE ALL THE COMMUNITY MENTAL  
3 HEALTH AGENCIES THROUGHOUT LOS ANGELES COUNTY, I WANT TO THANK  
4 THE BOARD FOR THIS RECOGNITION OF THE IMPORTANCE OF MAY AS  
5 MENTAL HEALTH MONTH. THIS CERTAINLY IS A COLLABORATIVE EFFORT  
6 THAT WE NEED TO MAKE IN THIS COUNTY TO DEAL WITH THE SERIOUS  
7 PROBLEMS OF MENTAL ILLNESS AND, TOGETHER, WE DO HAVE A  
8 SIGNIFICANT IMPACT, SO I THANK YOU VERY MUCH. [ APPLAUSE ]

9

10 **SUP. ANTONOVICH:** THIS MORNING WE'D LIKE TO WELCOME MEMBERS  
11 FROM THE WILLIAM S. HART HIGH SCHOOL WIND ENSEMBLE AND THEIR  
12 DIRECTOR, ANTHONY BAILEY, TO CONGRATULATE THEM ON A HUGE AND  
13 ONCE IN A LIFETIME ACCOMPLISHMENT. MARCH 22ND OF THIS YEAR,  
14 THE 52 STUDENTS FROM THE ENSEMBLE TRAVELED TO NEW YORK CITY TO  
15 PERFORM AT THE PRESTIGIOUS WORLD FAMOUS CARNEGIE HALL. IT  
16 STARTED WITH THEIR CONSECUTIVE STRING OF UNANIMOUS SUPERIOR  
17 RATINGS IN CONCERT COMPETITION THAT BEGAN IN SPRING OF 2001.  
18 THE UNANIMOUS SUPERIOR RATING IS ONLY GRANTED WHEN ALL THE  
19 JUDGES GRADE YOU SUPERIOR IN BOTH CONCERT PERFORMANCE AND  
20 HOUSE PERFORMANCE, SIGHT READING CLINIC. THEY ARE NOT HANDED  
21 OUT VERY LIGHTLY. SO, ON MARCH 25TH, OUR STUDENTS HERE AND  
22 THEIR DIRECTOR TOOK THE STAGE PERFORMING "RED LION TANGO" AND  
23 "AWAY DAY", SELECTIONS TYPICALLY PLAYED ONLY BY THE HIGHEST  
24 RANKING COLLEGIATE AND PROFESSIONAL ENSEMBLES. THE HART TEAM  
25 WAS ONE OF THE ONLY THREE HIGH SCHOOL BANDS IN THE NATION





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1 PREMIER TO PERFORM "RED LINE TANGO" THIS YEAR. HOW DO YOU GET  
2 TO CARNEGIE HALL? WELL, THAT ANSWER IS PRACTICE, PRACTICE,  
3 PRACTICE AND WE'RE PROUD THAT THE HART WIND ENSEMBLE, THEY  
4 WERE PRACTICING AND PRACTICING UNDER THE LEADERSHIP OF THEIR  
5 DIRECTOR, MR. BAILEY, AND THEY WERE ABLE TO BRING HOME THE  
6 GOLD. SO LET US FIRST OF ALL GIVE THE PROCLAMATION TO COLIN  
7 NIELSON, WHO IS THE ASSISTANT PRINCIPAL FOR HART HIGH SCHOOL.  
8 [ APPLAUSE ]

9

10 **SUP. ANTONOVICH:** OKAY. OUR DIRECTOR, ANTHONY BAILEY.  
11 CONGRATULATIONS. [ APPLAUSE ]

12

13 **SUP. ANTONOVICH:** JUSTIN MOLINA. [ APPLAUSE ]

14

15 **SUP. ANTONOVICH:** KATY JAMGOCHIAN. [ APPLAUSE ]

16

17 **SUP. ANTONOVICH:** BRITNEY SILVER. [ APPLAUSE ]

18

19 **SUP. ANTONOVICH:** ADRIAN TRUJILLO. [ APPLAUSE ]

20

21 **SUP. ANTONOVICH:** MERDANIQUE RODEN. [ APPLAUSE ]

22

23 **SUP. ANTONOVICH:** GREG HEN. [ APPLAUSE ]

24

25 **SUP. ANTONOVICH:** JASMINE HALL. [ APPLAUSE ]



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1

2 **SUP. ANTONOVICH:** BOBBY MARTINEZ. [ APPLAUSE ]

3

4 **SUP. ANTONOVICH:** AND RICHEY MORRISON. [ APPLAUSE ]

5

6 **SUP. ANTONOVICH:** AND PAUL KIM. [ APPLAUSE ]

7

8 **SUP. ANTONOVICH:** AND RUSSELL RAMOS. [ APPLAUSE ]

9

10 **SUP. ANTONOVICH:** MR. BAILEY, DO YOU WANT TO...

11

12 **ANTHONY BAILEY:** THANK YOU. I'D LIKE TO EXTEND A THANK YOU TO  
13 SUPERVISOR ANTONOVICH FOR HAVING US HERE TODAY. IT IS TRUE, IN  
14 ORDER TO GET TO CARNEGIE HALL, IT IS SAID, HOW DO YOU GET  
15 THERE? IT IS PRACTICE, PRACTICE, PRACTICE BUT IT IS A TEAM  
16 EFFORT. THESE TYPE OF THINGS DON'T HAPPEN WITHOUT THE SUPPORT  
17 OF A GREAT ADMINISTRATION, A GREAT SCHOOL DISTRICT LIKE THE  
18 WILLIAM S. HART UNION SCHOOL DISTRICT, THE PARENTS, THE  
19 COUNTLESS HOURS THAT GO INTO FUNDRAISING. MUSIC IS A KEY  
20 COMPONENT AT THE HART SCHOOL DISTRICT. I'M OFTEN ASKED, WHY IS  
21 IT THAT KIDS IN BAND ARE SO SMART? AND MY REPLY IS, IT'S NOT  
22 THAT KIDS IN BAND ARE SMART, IT'S THAT MUSIC HAS MADE THEM  
23 SMART AND MUSIC REALLY IS A KEY COMPONENT TO EDUCATION. SO I  
24 THANK YOU, I THANK MY STUDENTS FOR THEIR HARD WORK AND THANK  
25 YOU VERY MUCH FOR HAVING US. [ APPLAUSE ]



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1

**SUP. ANTONOVICH:** NOW WE'RE GOING TO RECOGNIZE THE NURSES FROM  
THE COUNTY OF LOS ANGELES AS WE WELCOME THE OUTSTANDING NURSES  
FOR 2005 AND CONGRATULATE THEM FOR A SUCCESSFUL NURSE  
RECOGNITION WEEK, WHICH WAS HELD FROM MAY 1ST THROUGH THE 7TH.  
TO ASSIST ME TODAY, WE HAVE DR. GARTHWAITE, DIRECTOR OF  
DEPARTMENT OF HEALTH SERVICES, AND DELON CASTILLO, WHO IS THE  
CHIEF NURSING OFFICER. IT'S AN HONOR TO RECOGNIZE EACH OF  
THESE INDIVIDUALS HERE TODAY WHO WERE NOMINATED BY THEIR PEERS  
FOR THESE AWARDS. THE PURPOSE OF THE PRESENTATION IS TO  
RECOGNIZE EACH OF THEM FOR THEIR VALUABLE CONTRIBUTIONS THAT  
THEY HAVE MADE. FIRST, LET ME GIVE THE PROCLAMATION TO DR.  
GARTHWAITE. NOW WE HAVE AUREA DOMINGO FROM OLIVE VIEW. SHE'S  
BEEN A NURSE FOR THE PAST 17-1/2 YEARS. SHE PASSED HER R.N.  
BOARDS IN 1989, PROMOTED TO A STAFF NURSE ON A  
MEDICAL/SURGICAL INPATIENT UNIT WHERE SHE PRESENTLY IS STILL  
WORKING. A TEAM PLAYER, ALWAYS OFFERS TO HELP AND EXPERTISE,  
ESPECIALLY WHEN SHE'S ORIENTING NEW NURSES. HER MOST IMPORTANT  
ROLE IS SERVING AS AN ADVOCATE FOR HER PATIENTS. SO, AUREA? [  
APPLAUSE ]

21

**SUP. ANTONOVICH:** LEILA ADRIANO, MID VALLEY COMPREHENSIVE  
HEALTH CENTER, FIVE YEARS AS A NURSE. SHE WAS HIRED AS A  
CLINIC NURSE IN ADULT AND SPECIALTY CLINICS, PROMOTED TO  
CLINIC NURSE IN 2001, CURRENTLY WORKING IN IMMUNIZATION



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1 CLINICS. A VERY ENERGETIC AND A TEAM PLAYER AND WE APPRECIATE  
2 HER LEADERSHIP IN OUR MEDICAL DEPARTMENT. [ APPLAUSE ]

3

4 **SUP. ANTONOVICH:** ENID GUSTAFSON IS A HIGH DESERT HEALTH SYSTEM  
5 OUTPATIENT CLINIC INTERNAL MEDICINE. THREE YEARS AS A NURSE.  
6 SHE STARTED AT HIGH DESERT IN 2002 IN THE OUTPATIENT CLINIC OF  
7 THE MAIN CAMPUS. SHE MAIN CAMPUS IS THE INTERNAL MEDICINE  
8 CLINIC BUT SHE ALSO WORKS IN THE URGENT CARE AND SERVES AS A  
9 B.L.S. INSTRUCTOR. SO, ENID, CONGRATULATIONS. [ APPLAUSE ]

10

11 **SUP. ANTONOVICH:** ALLAN ANTIEL, JUVENILE COURT HEALTH SERVICES,  
12 17 YEARS AS A NURSE, ORIGINALLY A NATIVE OF WISCONSIN. HE  
13 RELOCATED TO OUR COUNTY AFTER HIS SERVICE IN THE MILITARY,  
14 SEEKING A CAREER THAT WOULD PROVIDE AN OPPORTUNITY TO SERVE  
15 HIS FELLOW MAN. HE ATTENDED L.A. VALLEY COLLEGE, GRADUATED  
16 WITH HIS A.A. DEGREE IN NURSING. AS A COUNTY NURSE, HE'S  
17 WORKED BOTH IN THE HOSPITAL AND CLINIC SETTINGS. THE MAJORITY  
18 OF HIS CAREER HAS BEEN IN CORRECTIONAL NURSING WITH THE L.A.  
19 COUNTY SHERIFF'S DEPARTMENT AND THE JUVENILE COURT HEALTH  
20 SERVICES. ACCORDING TO ALAN, HE FINDS WORKING WITHIN THE  
21 JUVENILE JUSTICE SYSTEM A REWARD-- VERY REWARDING EXPERIENCE  
22 AS HE PROVIDES NURSING SERVICES TO JUVENILES WHO ARE MOST IN  
23 NEED. A TRUE PATIENT ADVOCATE, HE SPENDS A GREAT DEAL OF HIS  
24 TIME TALKING WITH AND PROVIDING COUNSELING TO OUR YOUNG PEOPLE  
25 IN JUVENILE HALL. FLEXIBLE WITH SCHEDULING, ALAN HAS NEVER



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1   TURNED DOWN AN ASSIGNMENT NO MATTER THE LOCATION, WHERE HE  
2   TRAVELS FROM MALIBU TO THE ANTELOPE VALLEY. HE'S WORKED AT  
3   JUVENILE HALL AND THE DETENTION CAMPS. SO CONGRATULATIONS,  
4   ALAN. THANK YOU. [ APPLAUSE ]

5

6   **SUP. ANTONOVICH:** THAT'S A NICE DRESS, ALAN! ACCEPTING FOR ALAN  
7   IS...

8

9   **TERRY SMITH:** TERRY SMITH.

10

11   **SUP. ANTONOVICH:** ...TERRY SMITH. OKAY. [ APPLAUSE ]

12

13   **SUP. ANTONOVICH:** AND MARIA CASTILLO-MARQUEZ, DEPARTMENT OF  
14   MENTAL HEALTH, 20 YEARS AS A NURSE. SHE WAS ONE OF THE  
15   ORIGINAL STAFF SELECTED TO DEVELOP AND IMPLEMENT THE CURRENT  
16   EMERGENCY SERVICES IN THE SAN FERNANDO AND SANTA CLARITA  
17   VALLEYS, SERVING MORE THAN 240 CLIENTS AND THEIR FAMILIES A  
18   MONTH. SHE SUPERVISES THE EMERGENCY OUTREACH SERVICES,  
19   PSYCHIATRIC MOBILE RESPONSE TEAM, AND IS RESPONSIBLE FOR THOSE  
20   DAILY OPERATIONS. AS THE RESULT OF HER JOB, SHE SUPERVISES  
21   AFTER HOURS COVERAGE, 7 DAYS A WEEK, 24 HOURS A DAY. SHE'S A  
22   VERY POSITIVE ROLE MODEL BECAUSE SHE LEADS BY EXAMPLE. ON A  
23   RECENT REFERRAL, SHE WENT TO THE HOME OF TWO ELDERLY SISTERS,  
24   ONE OF WHOM WAS CAREGIVER FOR THE OTHER. THE CLIENT THAT DAY  
25   HAD BECOME INCREASINGLY CONFUSED AND WAS NOT ABLE TO MANAGE



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1 HERSELF. THE SITUATION HAD DISINTEGRATED TO SUCH A DEGREE THAT  
2 THE A.P.S. STAFF PERSON HAD FOUND THE CLIENT AT HOME IN A  
3 UNSAFE, UNHEALTHY POSITION. DETERMINING THAT THE CLIENT WAS IN  
4 NEED OF ACUTE CARE, SHE ARRANGED FOR THE AMBULANCE. BECAUSE  
5 SHE KNEW THAT THE AMBULANCE DRIVERS MIGHT HESITATE TO ACCEPT  
6 THE PATIENT IN SUCH A CONDITION, SHE CHANGED THE PATIENT  
7 HERSELF, PREPARING HER FOR A MORE DIGNIFIED TRANSPORT TO THE  
8 HOSPITAL. SHE'S DEVELOPED A UNIQUE RELATIONSHIP WITH AN  
9 EXISTING AGENCY TO IMPROVE CRISIS SERVICE ON BEHALF OF MINORS,  
10 ADDRESSING THE NEED FOR QUALITY CHILDREN IN THE SAN FERNANDO  
11 VALLEY. SO, MARIA, THANK YOU FOR GOING THAT EXTRA STEP TO HELP  
12 THOSE IN NEED. [ APPLAUSE ]

13

14 **DR. THOMAS GARTHWAITE:** BY THE GOOD FORTUNE IN MY CAREER AND  
15 WHEN I WAS IN MEDICAL SCHOOL TO WORK TWO SUMMERS AS A NURSE  
16 ASSISTANT, SO I GOT TO ACTUALLY WORK TAKING CARE OF PATIENTS  
17 AT NIGHT ON A NURSING SERVICE SO I HAVE A LITTLE MORE THAN THE  
18 AVERAGE DOCTOR'S VIEW OF WHAT NURSES DO. THE NEED TO BE THERE  
19 TO ASSESS PATIENTS, TO ASSURE THAT THEY'RE TAKEN CARE OF, TO  
20 CALL FOR HELP WHEN IT'S NEEDED, TO CAREFULLY MONITOR THEIR  
21 CONDITION, TO MAKE THOSE ASSESSMENTS, GET THEM THEIR  
22 MEDICATION, REGULATE THEIR IVS. WHAT NURSES DO IN THE  
23 HOSPITALS IS INCREDIBLE. WHAT THEY DO OUTSIDE THE HOSPITAL IN  
24 PUBLIC HEALTH AND IN MENTAL HEALTH, IN COUNSELING PATIENTS AND  
25 EDUCATING PATIENTS IS WHAT HOLDS THE HEALTHCARE SYSTEM





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1 TOGETHER. THE DOCTORS NEED TO BE THERE TO DO SOME FANCY THINGS  
2 ONCE IN A WHILE BUT, DAY TO DAY, DAY IN, DAY OUT, WHEN YOU'RE  
3 SICK, NURSES TAKE CARE OF YOU. I WANT TO APPLAUD ALL OF OUR  
4 NURSES FOR THEIR TREMENDOUS COMPASSION AND ABILITIES. THANK  
5 YOU. [ APPLAUSE ]

6

7 **SUP. ANTONOVICH:** WE'LL DO A GROUP PICTURE. THEN SUPERVISOR  
8 MOLINA WILL THEN INTRODUCE THE NURSES FROM HER DISTRICT.

9

10 **SUP. MOLINA, CHAIR:** AS DR. GARTHWAITE MENTIONED, WE ARE VERY  
11 PROUD OF OUR NURSES HERE IN L.A. COUNTY AND THIS NURSE  
12 RECOGNITION WEEK IS AN OPPORTUNITY TO THANK THEM FOR THE  
13 OUTSTANDING WORK THAT THEY DO DAY IN AND DAY OUT. THEY, LIKE I  
14 SAID, ARE VERY, VERY SPECIAL EMPLOYEES BUT WE'RE VERY PROUD OF  
15 THE ONES THAT HAVE RECEIVED RECOGNITION THIS YEAR. THEY ARE  
16 OUR 2005 NURSE OF THE YEAR AND, IN MY DISTRICT, I'M VERY PROUD  
17 TO MAKE A PRESENTATION THIS MORNING TO ZOILA ZANABRIA-  
18 GONZALEZ. SHE IS BEING RECOGNIZED AS OUR NURSE OF THE YEAR.  
19 SHE HAS WORKED AT THE HUBERT HUMPHREY COMPREHENSIVE HEALTH  
20 CENTER FOR OVER SIX YEARS AND SHE SAYS THAT ONE OF HER MOST  
21 TREASURED CAREER HIGHLIGHTS IS WHEN SHE ASSISTED IN THE  
22 DELIVERY OF A CHILD. SHE WAS HUMBLLED TO BE A PART OF SUCH A  
23 PROFOUND EVENT AND LOOKS FORWARD TO CONTINUING HER SERVICE IN  
24 THE COUNTY. WE ARE VERY PROUD, ZOILA, THAT YOU ARE ONE OF OUR  
25 NURSES OF THE YEAR. CONGRATULATIONS TO YOU. [ APPLAUSE ]



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1

2 **SUP. MOLINA, CHAIR:** ALSO FROM THE FIRST DISTRICT, WE HAVE  
3 CAROLYN GEE. CAROLYN HAS BEEN A NURSE FOR OVER 18 YEARS. SHE  
4 HAS BEEN WORKING IN THE DEPARTMENT OF ACUTE CARE FOR L.A.  
5 COUNTY U.S.C. MEDICAL CENTER. CAROLYN WAS INSPIRED OF ENTERING  
6 THE NURSING FIELD WHILE WATCHING HER MOTHER CARE FOR HER  
7 GRANDMOTHER. SHE BEGAN WORKING IN THE NEONATAL I.C.U. UNIT IN  
8 1987 AND IS A MEMBER OF THE ACADEMY OF NEONATAL NURSES AND THE  
9 NATIONAL ASSOCIATION OF NEONATAL NURSES. SHE TAKES PRIDE IN  
10 CARING FOR THE LESS FORTUNATE WITHIN A THRIVING AND CULTURALLY  
11 DIVERSE NURSING STAFF AND SHE'S A TREMENDOUS ASSET TO OUR  
12 COMMUNITY AND WE'RE VERY PROUD TO PRESENT HER WITH THE 2005  
13 NURSE RECOGNITION AWARD. CONGRATULATIONS, CAROLYN. [ APPLAUSE  
14 ]

15

16 **SUP. MOLINA, CHAIR:** AND NEXT WE HAVE DORA GONZALEZ. DORA IS  
17 BEING RECOGNIZED FOR THE OUTSTANDING NURSE OF 2005 AS WELL.  
18 SHE'S BEEN A NURSE FOR OVER 17 YEARS AND WORKS AT THE  
19 DEPARTMENT OF AMBULATORY CARE AT L.A. COUNTY U.S.C. MEDICAL  
20 CENTER. HER LOVE OF NURSING BEGAN WHEN SHE STARTED OUT AS A  
21 VOLUNTEER IN A HOSPITAL IN MEXICO. DORA IS A DEDICATED AND  
22 SUPPORTIVE CAREGIVER AND IS REMEMBERED FONDLY FOR HER HELP  
23 DURING THE EMERGENCY BABY DELIVERY ON AN R.T.D. BUS. DOOR WAS  
24 PREVIOUSLY RECOGNIZED AS ONE OF OUR EMPLOYEES OF THE MONTH AND  
25 HAS BEEN INSTRUMENTAL IN IDENTIFYING NEEDY FAMILIES FOR THE



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1 ANNUAL PATIENT CHRISTMAS BASKETS. WE WANT TO CONGRATULATE DORA  
2 FOR THE OUTSTANDING WORK SHE'S PROVIDED HER AND, OF COURSE,  
3 ALL THE TREMENDOUS WORK SHE PROVIDES IN THE LEADERSHIP AT L.A.  
4 COUNTY U.S.C. [ APPLAUSE ]

5

6 **SUP. MOLINA, CHAIR:** AGAIN, IT IS A PLEASURE TO HAVE SUCH  
7 OUTSTANDING EMPLOYEES WHO, EVERY SINGLE DAY, AS DR. GARTHWAITE  
8 SAID, GIVE SO MUCH OF THEMSELVES TO CARE FOR SO MANY PEOPLE IN  
9 OUR HEALTHCARE SYSTEM. WE ARE PROUD OF OUR NURSES AND THEY  
10 SERVE AS MODELS OF MANY OF THE FUTURE NURSES THAT WE HOPE TO  
11 RECRUIT INTO OUR HEALTHCARE SYSTEM, SO CONGRATULATIONS TO ALL  
12 OF THEM. [ APPLAUSE ]

13

14 **SUP. BURKE:** WELL, WE ARE VERY PLEASED TO INTRODUCE THE SECOND  
15 DISTRICT NURSES OF THE YEAR. AND THE FIRST ONE IS LATHESTER  
16 WILSON AND HE IS A 32-YEAR COUNTY EMPLOYEE. HE HAS BEEN  
17 WORKING AT KING DREW FOR 25 YEARS AND HE HAS BEEN NURSE OF THE  
18 YEAR BEFORE. THIS IS SOMETHING HE'S ENJOYED IN '99 AND 2001  
19 AND, TO ADD TO THOSE ACHIEVEMENTS, HE WAS NAMED AS PERI-  
20 OPERATIVE ROOM NURSE OF THE YEAR IN 2002. TO QUOTE LATHESTER,  
21 "WORKING FOR THE COUNTY OF LOS ANGELES HERE AT KING DREW HAS  
22 BEEN AND IS A LABOR OF LOVE." OUTSIDE OF KING DREW, HE ENJOYS  
23 YARD WORK, HOME IMPROVEMENT PROJECTS. HE'S BEEN A SHINING  
24 EXAMPLE OF THE QUALITY NURSES AT KING DREW AND WE CERTAINLY  
25 WANT TO COMMEND HIM FOR HIS RECOGNITION, HIS HARD WORK AND



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1 WE'RE DEPENDING ON YOU GOOD NURSES AT KING DREW TO MAKE IT  
2 STAY AND MAKE IT GOOD. [ APPLAUSE ]

3

4 **SUP. BURKE:** THE NEXT PERSON FROM THE SECOND DISTRICT IS NORMAN  
5 GRAY. NORMAN BEGAN HIS COUNTY NURSING CAREER AS A CLINIC NURSE  
6 I AT THE HOLLYWOOD WILSHIRE HEALTH CENTER ON OCTOBER 1ST,  
7 1998. HE'S BEEN A PUBLIC HEALTH NURSE SINCE 1998 WITH THE  
8 COUNTY OF LOS ANGELES. HE WAS PROMOTED TO SUPERVISING CLINIC  
9 NURSE IN NOVEMBER 1999 AND, IN AUGUST 2000, HE BECAME A  
10 DISTRICT PUBLIC HEALTH NURSE AT CENTRAL HEALTH CENTER. HE WAS  
11 ASSIGNED TO PICO UNION AREA, TO CENTRAL CITY EAST, FORMERLY  
12 KNOWN AS SKID ROW IN DOWNTOWN LOS ANGELES, WHERE HE SPENDS A  
13 GREAT DEAL OF TIME DEVOTED TO PROVIDING EXCELLENT SERVICE TO  
14 THE HOMELESS POPULATION. NORMAN'S THOROUGH UNDERSTANDING OF  
15 PUBLIC HEALTH NURSING AND THE POPULATION THAT WE SERVE LED HIM  
16 TO HIS CURRENT POSITION AS A NURSE EDUCATOR FOR THE PUBLIC  
17 HEALTH NURSING WORKFORCE IN MARCH 2002. AS A NURSE EDUCATOR,  
18 HE'S RESPONSIBLE FOR COORDINATING AND IMPLEMENTING THE NEW  
19 EMPLOYEE ORIENTATION PROGRAM AND FOR ASSURING A COMPETENT  
20 PUBLIC HEALTH NURSING WORKFORCE. INCIDENTALLY, THAT'S OVER 500  
21 STRONG. CONGRATULATIONS. [ APPLAUSE ]

22

23 **SUP. BURKE:** WE KNOW HOW TOUGH IT IS TO SERVICE THAT HOMELESS  
24 POPULATION AND WE CERTAINLY WANT TO THANK YOU FOR YOUR HARD  
25 WORK. STAND RIGHT THERE. OUR NEXT NURSE IS WILSON JOHN UY. AND



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1 HE'S A SENIOR STAFF NURSE FOR THE SHERIFF'S DEPARTMENT. HE'S  
2 BEEN A NURSE FOR THREE YEARS AND MR. UY JOINED LOS ANGELES  
3 COUNTY SHERIFF'S DEPARTMENT MEDICAL SERVICES BUREAU IN 2002.  
4 HIS FIRST ASSIGNMENT WAS AT TWIN TOWERS CORRECTIONAL TREATMENT  
5 CENTER, WHERE HE WAS GIVEN THE OPPORTUNITY TO COME THE FIRST  
6 OSTOMY WOUND CARE NURSE. IN SEPTEMBER 2004, MR. UY WAS  
7 PROMOTED TO SENIOR STAFF NURSE AND WAS REASSIGNED TO THE MEN'S  
8 CENTRAL JAIL. HE SERVES AS A POSITIVE ROLE MODEL TO HIS FELLOW  
9 COLLEAGUES AND SUPERIORS. HE EAGERLY ASSUMES NEW DUTIES AND  
10 RESPONSIBILITIES, SUCH AS CONDUCTING EDUCATIONAL COMPUTER  
11 CLASSES FOR NEW EMPLOYEES AND PARTICIPATING IN INTERVIEW  
12 PANELS FOR PROSPECTIVE NEW EMPLOYEE CANDIDATES.  
13 CONGRATULATIONS TO YOU. [ APPLAUSE ]

14

15 **SUP. BURKE:** ALL OF THESE PEOPLE HAVE SUCH DIFFICULT JOBS. [  
16 APPLAUSE CONTINUES ]

17

18 **SUP. BURKE:** DR. GARTHWAITE, DO YOU WANT TO SAY...

19

20 **LATHESTER WILSON:** WELL, I'M A NURSE AT KING DREW MEDICAL  
21 CENTER, I'VE BEEN WITH THE COUNTY OF LOS ANGELES FOR 32 YEARS,  
22 AS YOU WELL HEARD. I HAVE TO SAY THAT I TAKE A GREAT DEAL OF  
23 HONOR IN WHERE I WORK AND THE WORK I DO. I TELL EVERYONE THAT  
24 I SEE, EVERYONE THAT I MEET, THAT I HAVE A WONDERFUL JOB AND  
25 TO THE FACT THAT I WOULD DO IT FOR FREE BUT I GET PAID. IT'S A



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1 WONDERFUL THING TO DO, AND I ENJOY WHAT I'VE DONE ALL THE  
2 YEARS AND I HOPE TO CONTINUE. THANK YOU. [ APPLAUSE ]

3

4 **SPEAKER:** AS I SAID LAST WEEK WHEN WE HAD OUR CELEBRATION, NOT  
5 ALL OF US CAN BE VOTED OUTSTANDING NURSE. IT TAKES A GROUP OF  
6 PEOPLE THAT WORKED WITH US TOGETHER AND I'VE BEEN FORTUNATE TO  
7 HAVE SOME GREAT MENTORS IN MY NURSING CAREER AND IT'S A RESULT  
8 OF THESE MENTORS THAT I'VE HAD WHO HAVE GUIDED ME IN MY  
9 NURSING CAREER. AND SO EVEN THOUGH I'M UP HERE RECEIVING THIS  
10 HONOR, IT'S REALLY ALL OF THE NURSES THAT I'VE WORKED WITH AND  
11 CONTINUE TO WORK WITH THAT SHOULD BE UP HERE WITH ME AS WELL.  
12 THANK YOU VERY MUCH. [ APPLAUSE ]

13

14 **DR. THOMAS GARTHWAITE:** I WANT TO COMMEND ALL OF OUR NURSES AND  
15 WE HAVE IN PUBLIC HEALTH NURSES THAT WORK IN CLINICS. WE ALSO  
16 HAVE NURSES THAT WORK OUT IN THE COMMUNITY AND THAT'S THE  
17 AWARD THAT YOU JUST HEARD, SO WE HAVE PEOPLE GOING OUT,  
18 MEETING WITH COMMUNITY MEMBERS, GOING INTO HOMES, GOING WHERE  
19 THE PEOPLE ARE AND LIVE AND WHERE THERE ARE PROBLEMS, AND THEY  
20 REALLY MAKE UP THE CORE OF THE PUBLIC HEALTH WORKFORCE. SO I  
21 REALLY CONGRATULATE ALL OF THEM. [ APPLAUSE ]

22

23 **SUP. BURKE:** FROM THE SHERIFF'S DEPARTMENT...

24





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1 **SPEAKER:** I'M VERY HONORED TO RECEIVE THESE. IT'S A VERY, VERY  
2 REWARDING EXPERIENCE. I THINK THIS IS THE BEST DECISION THAT I  
3 MADE IN MY LIFE, BEING A NURSE TO BRING OUT SERVICE TO  
4 EVERYONE. THANK YOU. [ APPLAUSE ]

5

6 **SPEAKER:** ON BEHALF OF SHERIFF BACA, THE MEN AND WOMEN OF THE  
7 LOS ANGELES COUNTY SHERIFF'S DEPARTMENT, ESPECIALLY THE MEN  
8 AND WOMEN OF THE MEDICAL SERVICES BUREAU, THANK YOU TO THE  
9 BOARD AND TO THE COUNTY FOR RECOGNIZING OUR MOST DESERVING  
10 NURSE, JOHN UY. THANK YOU. [ APPLAUSE ]

11

12 **SUP. YAROSLAVSKY:** I'D LIKE TO ASK CYNTHIA TOUSSAINT TO COME  
13 FORWARD. OH, THERE SHE IS. OKAY. MEMBERS OF THE BOARD, LADIES  
14 AND GENTLEMEN, MISS CYNTHIA TOUSSAINT, WHO WILL BE ACCEPTING  
15 THIS PROCLAMATION, I WANT TO JUST READ THE PROCLAMATION  
16 PROCLAIMING R.S.D. AWARENESS MONTH. R.S.D. IS REFLEX  
17 SYMPATHETIC DYSTROPHY, R.S.D., COMMONLY KNOWN BY CLINICIANS AS  
18 A COMPLEX REGIONAL PAIN DISORDER CHARACTERIZED BY SEVERE LIMB  
19 PAIN FOLLOWING AN INJURY, POSSIBLY RELATED TO THE ABNORMAL  
20 RECOVERY OF NERVES IN THE LIMBS. R.S.D. ISN'T PERFECTLY  
21 UNDERSTOOD BUT IT MAY BE RELATED TO EXCESSIVE IMMOBILIZATION  
22 OF THE INJURED LIMB DURING RECOVERY AND MAY REVEAL ITSELF  
23 THROUGH SUBTLE PHYSICAL CHANGES AND A DIAGNOSTIC IMAGING  
24 TECHNIQUES. WHEREAS R.S.D. HAS ALSO BEEN CALLED THE SUICIDE  
25 DISEASE, FALLING INTO THE CATEGORY OF CHRONIC PAIN DISORDERS



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1 THAT MENTAL HEALTH AND SUICIDE PREVENTION SPECIALISTS KNOW  
2 FROM EXPERIENCE CAN BE ASSOCIATED WITH DEPRESSION, AND WHEREAS  
3 R.S.D. CAN BE TREATED THROUGH PAIN MANAGEMENT TECHNIQUES AND  
4 PHYSICAL EXERCISE OF THE AFFECTED LIMB AND THROUGH A PATIENT'S  
5 LONG-TERM COMBINATION OF THERAPIES, MENTAL HEALTH  
6 PROFESSIONALS SUGGEST THAT A HEIGHTENED AWARENESS OF CHRONIC  
7 PAIN AND ITS IMPACT ON MENTAL HEALTH COULD BE OF VALUE IN  
8 ENSURING THAT MORE PEOPLE RECEIVE BENEFICIAL PHYSICAL AND  
9 PSYCHOLOGICAL INTERVENTION. NOW THEREFORE BE IT RESOLVED BY  
10 THE BOARD OF SUPERVISORS OF THE COUNTY OF LOS ANGELES THAT MAY  
11 2005 IS HEREBY PROCLAIMED AS R.S.D. AWARENESS MONTH IN THE  
12 COUNTY, AND ALL INTERESTED RESIDENTS ARE URGED TO TAKE THIS  
13 OCCASION TO INFORM THEMSELVES AND OTHERS ABOUT R.S.D. AND  
14 OTHER CHRONIC PAIN DISORDERS. AND IT'S SIGNED BY ALL FIVE OF  
15 US. CYNTHIA TOUSSAINT IS THE FOUNDER OF A GROUP CALLED "FOR  
16 GRACE," WHICH IS DEDICATED TO FIGHTING THIS DISEASE, R.S.D.,  
17 AND WE WANT TO THANK YOU FOR EDUCATING US AND FOR BEING HERE  
18 AND GRACING US WITH YOUR PRESENCE. PRETTY GOOD, HUH? NOT BAD.  
19 NOT BAD FOR A POLITICIAN. AND THANK YOU FOR THE WORK YOU'RE  
20 DOING TO INFORM THE COMMUNITY AND THE COMMUNITY AT LARGE ON  
21 R.S.D. [ APPLAUSE ]

22

23 **CYNTHIA TOUSSAINT:** THANK YOU, SUPERVISOR YAROSLAVSKY. GOOD  
24 AFTERNOON-- GOOD MORNING, EVERYONE. IT'S SUCH AN HONOR TO BE  
25 HERE TODAY AND, WOW, WHAT AN EXCITING DAY FOR R.S.D.



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1 AWARENESS. I HAVE SURVIVED REFLEX SYMPATHETIC DYSTROPHY, THE  
2 SUICIDE DISEASE, FOR 23 YEARS. I INTIMATELY UNDERSTAND THE  
3 MEANING OF TORTURE BECAUSE R.S.D. MAKES ME FEEL AS THOUGH I'VE  
4 BEEN DOUSED WITH GASOLINE IS LIT ON FIRE EVERY SINGLE MOMENT.  
5 I FOUNDED FOR GRACE, A NON-PROFIT ORGANIZATION PASSIONATELY  
6 DEVOTED TO RAISING AWARENESS ABOUT R.S.D. BECAUSE I AM HAUNTED  
7 BY THE MILLIONS OF PEOPLE WHO ARE TODAY SUFFERING JUST AS I  
8 DID. AWARENESS AND EDUCATION ARE THE KEY TO STOPPING ALL OF  
9 THE UNNECESSARY SUFFERING ASSOCIATED WITH THIS CHRONIC PAIN  
10 DISEASE TODAY AND IN THE FUTURE. I DON'T WANT WHAT HAPPENED TO  
11 ME TO HAPPEN TO ANOTHER HUMAN BEING AND THIS IS MY DREAM OF  
12 NEVER AGAIN. IF PHYSICIANS ARE AWARE, THEY CANNOT MISS THIS  
13 SIMPLE DIAGNOSIS. THAT EDUCATION, ALONG WITH EARLY AGGRESSIVE  
14 MEDICAL INTERVENTION, IS THE DIFFERENCE BETWEEN A LIFE RAVAGED  
15 BY OR SAVED FROM THE MISERY OF THIS DISEASE. I KNOW THAT A LOT  
16 OF YOU HAVE HEARD ABOUT THIS DISEASE RECENTLY BECAUSE PAULA  
17 ABDUL JUST CAME OUT A COUPLE OF WEEKS AGO AND ANNOUNCED THAT  
18 SHE SUFFERS FROM IT. I ENTERED THE WORLD OF R.S.D. WHEN I WAS  
19 A 21 BALLERINA WITH A BRIGHT STAR, THEN ONE DAY A SIMPLE  
20 BALLET INJURY TRIGGERED THE R.S.D. IN MY BODY, CHANGING  
21 EVERYTHING IN MY LIFE FOREVER. FOR THE FIRST 13 YEARS OF MY  
22 ILLNESS, MY PHYSICIANS TOLD ME THAT MY PHYSICAL PROBLEMS WERE  
23 ALL IN MY HEAD. I WAS TOLD THAT I WAS SUFFERING STAGE FRIGHT,  
24 HAD TENDONITIS FROM MARS, I WAS TOLD THAT I WAS ENJOYING THE  
25 SECONDARY GAIN I WAS RECEIVING FROM MY ATTENTIVE PARTNER. ONE



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1 DOCTOR SAID TO ME, "YOU'RE ONLY A WOMAN ANYWAY, IT DOESN'T  
2 REALLY MATTER. WHY DON'T YOU JUST SHOOT YOURSELF IN THE HEAD."  
3 AS A RESULT OF THIS ABUSE, I WAS LEFT BEDRIDDEN FOR A DECADE,  
4 LITERALLY WRITHING AND SCREAMING IN EXCRUCIATING PAIN WHILE  
5 THE R.S.D. SPREAD THROUGHOUT MY ENTIRE BODY. I LOST  
6 EVERYTHING. ALL OF MY FAMILY AND FRIENDS ABANDONED ME, SAVE MY  
7 LIFE PARTNER, JOHN. MY CAREER AS A PERFORMER WAS GONE. I HAD  
8 LOST ALL OF MY INDEPENDENCE. I COULD NOT DRIVE A CAR, I  
9 COULDN'T EVEN WALK OR USE THE BATHROOM. I USED A BOWL THAT  
10 JOHN BROUGHT TO MY BED. I LOST MY CHANCE TO HAVE A BABY AND I  
11 NAMED FOR GRACE FOR THE LITTLE GIRL THAT I WILL NEVER HAVE. I  
12 SUFFERED WITH ALMOST CONSTANT ANXIETY ATTACKS, AWOKE WITH  
13 NIGHT TERRORS, VERY OFTEN I GOT DOWN ON MY BLEEDING KNEES AND  
14 I BROKE AND SHATTERED ANYTHING THAT MY HANDS COULD REACH. I  
15 HATED EVERYONE AND EVERYTHING IN THIS WORLD AND WHAT I HATED  
16 MOST WAS THAT MY LIFE WAS COMPLETELY BLACK AND I COULDN'T SEE  
17 ANY WAY TO EVER CLIMB OUT OF MY GRAVE AND HAVE A LIFE AGAIN. I  
18 CAME UP WITH A PLAN OF SUICIDE. I HAD THE PILLS, THE MOTEL  
19 ROOM AND EVERY INTENTION OF CARRYING THAT PLAN OUT.  
20 ULTIMATELY, I MADE THE MOST DIFFICULT CHOICE OF ALL TO STAY  
21 AND TO HELP OTHERS AVOID MY FATE. I KNEW THAT I HAD TO TELL MY  
22 STORY AND, TODAY "FOR GRACE" IS MY PALETTE TO PAINT A BETTER  
23 R.S.D. WORLD. IN 2002, ALONG WITH FOR GRACE BOARD MEMBER,  
24 STATE SENATOR, LIZ FIGARO, WE PASSED A BILL PROCLAIMING MAY  
25 R.S.D. AWARENESS MONTH IN THE STATE OF CALIFORNIA AND, IN



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1 2003, WITH THE ASSISTANCE OF CITY COUNCILPERSON, WENDY GRUEL,  
2 WE DID THE SAME IN THE CITY OF LOS ANGELES. TODAY, WITH THE  
3 GRACIOUS COMMITMENT OF SUPERVISOR YAROSLAVSKY, MY HERO TODAY,  
4 WE ARE BRINGING THIS SAME AWARENESS TO LOS ANGELES COUNTY.  
5 TOGETHER, WE CAN DRAG R.S.D. OUT OF THE DARKNESS, PUTTING A  
6 WHITE HOT SPOTLIGHT ON THIS LITTLE KNOWN DISEASE SO THAT NO  
7 ONE AGAIN WILL HAVE TO TAKE THEIR LIFE BY THEIR OWN HANDS, THE  
8 ULTIMATE PAINKILLER. SUICIDE IS SO PREVALENT AMONG R.S.D.  
9 SUFFERERS, IT IS CONSIDERED A SYMPTOM OF THE DISEASE. THIS IS  
10 NOT ACCEPTABLE. THANK YOU FOR HELPING ME AND THANK YOU FOR  
11 HELPING THE THOUSANDS UPON THOUSANDS OF VOICELESS PEOPLE  
12 THROUGHOUT THIS COUNTY DEVASTATED BY R.S.D. THANK YOU FOR  
13 HELPING US ALL REALIZE OUR DREAM OF NEVER AGAIN. THANK YOU SO  
14 MUCH. [ APPLAUSE ]

15

16 **SUP. KNABE:** MADAM CHAIR, I WILL CONTINUE WITH THE RECOGNITION  
17 OF NURSES AND, PARTICULARLY IN THE FOURTH DISTRICT AND I'M  
18 GOING TO ASK, FIRST, JEANNETTE WILSON TO JOIN ME UP HERE,  
19 PLEASE, FROM HARBOR-U.C.L.A. MEDICAL CENTER. [ APPLAUSE ]

20

21 **SUP. KNABE:** OKAY. SHE'S BEEN A NURSE FOR 22 YEARS. SHE'S  
22 AFFECTIONATELY KNOWN AS MAMA JEANNETTE BECAUSE OF HER  
23 PROTECTIVE INSTINCTS AND ABILITY TO RESOLVE ISSUES. JEANNETTE  
24 WILSON IS WELL KNOWN THROUGHOUT THE SERVICE LINE, NURSING  
25 ADMINISTRATION AND NURSING EDUCATION, FOR HER WARM AND CARING



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1 LEADERSHIP STYLE. SHE PROVIDES QUALITY PATIENT CARE AND OFTEN  
2 AND MANY TIMES GOES THE EXTRA MILE TO ENSURE THAT ALL THE  
3 NEEDS OF THE PATIENTS ARE TAKEN CARE OF. SHE'S ALSO THE TYPE  
4 OF PERSON TO MOTIVATE OTHERS TO GO BACK TO SCHOOL SO THEY CAN  
5 ADVANCE THEIR KNOWLEDGE AND EXPERTISE EVEN FURTHER. THE STAFF  
6 RESPECTS MRS. WILSON FOR HER CLINICAL EXPERTISE, HER  
7 LEADERSHIP AND, MOST IMPORTANTLY, HER KINDNESS TOWARDS THEM.  
8 SHE PRESENTS A VERY POSITIVE PROFESSIONAL IMAGE AND HAS AN  
9 ABILITY TO INTERACT AND EXTEND HERSELF TO OTHERS THROUGHOUT  
10 THE ENTIRE HARBOR-U.C.L.A. MEDICAL CENTER. JEANNETTE WILSON. [  
11 APPLAUSE ]

12

13 **SUP. KNABE:** NEXT, I'D LIKE TO CALL UP CYD POPELKA FROM THE  
14 LONG BEACH COMPREHENSIVE HEALTH CENTER, COASTAL CLUSTER. DID I  
15 SAY THAT CORRECTLY? AND SHE HAS BEEN A NURSE FOR ONE YEAR. ALL  
16 RIGHT! SHE CAME-- SHE'S THE OUTSTANDING NURSE FOR 2005. SHE  
17 MIGRATED FROM THE PHILIPPINES IN 2000, HAS BEEN WORKING AT THE  
18 COASTAL CLUSTER AT THE LONG BEACH COMPREHENSIVE HEALTH CENTER  
19 FOR A YEAR. SHE HAS EXCELLENT INTERNAL AND EXTERNAL CUSTOMER  
20 SERVICE SKILLS. SHE ALSO VOLUNTEERS AND PARTICIPANTS,  
21 EXTENDING HER ROLE FOR THE GOOD OF THE CLINIC AND THE  
22 PATIENTS. SHE'S VERY POSITIVE, SHE'S AN OUTSTANDING ROLE MODEL  
23 FOR NURSING. SHE TAKES OWNERSHIP OF ANY AREA SHE'S RESPONSIBLE  
24 FOR AND PROMOTES EXCELLENCE IN PATIENT CARE AS PART OF A TEAM.  
25 NURSES VOTED AT LONG BEACH COMPREHENSIVE HEALTH CENTER ARE TO





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1 BE RECOGNIZED AFTER ONE YEAR AS NURSE OF THE YEAR.

2 CONGRATULATIONS, CYD. [ APPLAUSE ]

3

4 **SUP. KNABE:** NEXT, CALL UP PATRICIA LOZANO FROM RANCHO. SHE'S  
5 BEEN A NURSE FOR FIVE YEARS. SHE IS AN OUTSTANDING NURSE FOR  
6 2005. PATRICIA STARTED WITH THE COUNTY IN MARCH OF 2000. SINCE  
7 THAT DATE, SHE HAS DEMONSTRATED EXCELLENCE IN CARING FOR HER  
8 PATIENTS. SHE CONSISTENTLY ADVOCATES FOR HER PATIENTS AND SHE  
9 DEMONSTRATES EXCELLENT INTERPERSONAL SKILLS. SHE IS A ROLE  
10 MODEL FOR THE STAFF AND HAS AN EXTREMELY POSITIVE ATTITUDE  
11 ABOUT HER WORK, WHICH RESULTS IN VERY HIGH MORALE FOR THE  
12 UNIT. SHE RECEIVED SEVERAL STAR CARDS FROM PATIENTS AND  
13 VISITORS, SHE HAS BEEN SELECTED AS A UNIT EMPLOYEE OF THE  
14 QUARTER AND, JUST RECENTLY, I GOT TO PRESENT HER WITH THE  
15 EMPLOYEE OF THE MONTH FOR LAST OCTOBER. SO, PATRICIA LOZANO  
16 FROM RANCHO LOS AMIGOS NATIONAL REHABILITATION CENTER,  
17 CONGRATULATIONS. [ APPLAUSE ]

18

19 **SUP. KNABE:** NEXT I'D LIKE TO ASK ELIZABETH MIRANDA TO JOIN ME.  
20 SHE'S WITH PUBLIC HEALTH. ELIZABETH HAS BEEN A NURSE FOR 13  
21 YEARS AND SHE'S AN OUTSTANDING NURSE FOR 2005. IN 1992,  
22 ELIZABETH STARTED AS A STUDENT NURSE WORKER AT RANCHO AND WAS  
23 PROMOTED TO STAFF NURSE. SHE WORKED ON THE B.O.U. MED SURG,  
24 ORTHO, DIABETIC AND TELEMETRY UNITS. IN 1995, SHE WAS CASCADED  
25 TO MARTIN LUTHER KING, WHERE SHE WORKED IN FAMILY MEDICINE



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1 PEDIATRICS IN THE CLINICS. IN 2000, SHE TRANSFERRED TO THE  
2 WHITTIER HEALTH CENTER, WHERE SHE IS THE T.B. CLINIC MANAGER  
3 AND ALSO WORKS WITH COMMUNICABLE DISEASE, TRIAGE AND SEXUALLY  
4 TRANSMITTED DISEASES AND IMMUNIZATION CLINICS. AS A PUBLIC  
5 HEALTH NURSE 2005, WHITTIER HEALTH CENTER, ELIZABETH MIRANDA.  
6 CONGRATULATIONS. [ APPLAUSE ]

7

8 **SUP. KNABE:** NEXT, WE HAVE JAMEY STEPHENS FROM THE FIRE  
9 DEPARTMENT. SHE'S BEEN A NURSE FOR THREE YEARS AND IS SELECTED  
10 AS THE OUTSTANDING NURSE FOR 2005. SHE HELPED WITH THE  
11 ESTABLISHMENT OF A MENTAL HEALTH PROGRAM FOR FIREFIGHTERS,  
12 TRAINING AND ALSO SUPERVISION OF THE CRITICAL INCIDENT STRESS  
13 MANAGEMENT PROGRAM AND THE FLU SHOT PROGRAM FOR FIRST  
14 RESPONDERS. SHE IS SELECTED AS THE OUTSTANDING NURSE FOR 2005  
15 FROM THE FIRE DEPARTMENT, JAMEY STEPHENS. CONGRATULATIONS. [  
16 APPLAUSE ]

17

18 **SUP. KNABE:** I THINK WE'RE BACK TO SUPERVISOR ANTONOVICH.

19

20 **SUP. ANTONOVICH:** EVERY WEEK, WE'VE HAD A DOG OR A CAT BEFORE  
21 THE BOARD. A COUPLE TIMES, WE HAD ANOTHER ANIMAL. TODAY WE  
22 HAVE THAT EXCEPTION, AND THIS IS LITTLE FRANKIE, WHO IS A 14-  
23 WEEK-OLD RABBIT. SO, WE HAVE A LOT OF PEOPLE WITHIN THE COUNTY  
24 WHO HAVE RABBITS AS PETS AND I KNOW-- OOPS. AND SO LITTLE  
25 FRANKIE IS LOOKING FOR A HOME. I KNOW MY NIECES HAD LITTLE



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1 RABBITS WHEN THEY WERE GROWING UP. THEY MAKE NICE LITTLE PETS.  
2 WANTS TO PLAY PEEK-A-BOO, I THINK. SO ANYBODY WHO'D LIKE TO  
3 ADOPT FRANKIE, YOU CAN CALL THE TELEPHONE NUMBER (562) 728-  
4 4644 AND-- HOW IS THAT? IS THAT BETTER? LITTLE FRANKIE. NO  
5 STEW. [ LIGHT LAUGHTER ]

6

7 **SUP. MOLINA, CHAIR:** WE'RE CELEBRATING MANY MONTHLY EVENTS BUT,  
8 IN FACT, WE HAVE TWO OTHERS BUT ONE OF THE OTHERS THAT'S VERY  
9 IMPORTANT TO US IN MAY 2005 IS THE LOS ANGELES COUNTY DRUG  
10 COURT MONTH. WE ALL KNOW THAT OUR DRUG COURTS... [ APPLAUSE ]

11

12 **SUP. MOLINA, CHAIR:** ...OUR DRUG COURTS HAVE PROVIDED  
13 LEADERSHIP TO ANCHOR THE COUNTY'S CONTINUED CONTINUITY OF  
14 SERVICES FOR DRUG-ADDICTED OFFENDERS BY BRINGING TOGETHER THE  
15 CRIMINAL JUSTICE SYSTEM, THE TREATMENT, AS WELL AS OTHER  
16 COMMUNITY PARTNERS TO FIGHT AGAINST DRUG ABUSE AND  
17 CRIMINALITY. OUR DRUG COURT PROGRAMS HAVE COMBINED STRICT  
18 JUDICIAL SUPERVISION, MANDATORY DRUG TESTING, ACCOUNTABILITY  
19 AND INTENSIVE TREATMENT TO EFFECTIVELY BREAK THE CYCLE OF DRUG  
20 ADDICTION AND RELATED CRIMINAL ACTIVITY. AS IT CELEBRATES ITS  
21 10-YEAR ANNIVERSARY, THE DRUG COURT PROGRAM HAS PROVIDED 15  
22 PROGRAMS FOR ADULTS AND JUVENILES. OUR COMMUNITIES ARE  
23 IMPROVED BY THE COMMITMENT OF THE DEDICATED EFFORTS OF THE  
24 LEADERS OF THE DRUG COURT MOVEMENT. WE'RE PLEASED TODAY TO  
25 PROVIDE RECOGNITION TO THE DRUG COURT PROGRAM, THE CHAIR OF



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1 THE DRUG COURT OVERSIGHT COMMITTEE, JUDGE RUDY DIAZ WHO, FROM  
2 THE VERY, VERY BEGINNING, HAS BEEN INSTRUMENTAL IN PROVIDING  
3 LEADERSHIP IN THIS AREA. HE'S UNABLE TO JOIN US HERE TODAY BUT  
4 WE ARE VERY PROUD THAT, ACCEPTING ON HIS BEHALF, IS  
5 COMMISSIONER LAUREN DEFRANK AND SOME OF THE DRUG COURT  
6 GRADUATES, WHICH WE ALSO HONOR TODAY. THIS PROGRAM IS TRULY  
7 UNIQUE, AND ANY OF YOU WHO HAVE EVER BEEN TO A DRUG COURT  
8 GRADUATION WILL BE MOVED BY THE ACCOMPLISHMENTS OF EACH OF  
9 THESE INDIVIDUALS. BUT IT HAS BEEN A COOPERATIVE EFFORT, NOT  
10 JUST OF THE INDIVIDUALS THEMSELVES. I HOPE THAT THEY RECOGNIZE  
11 AND UNDERSTAND EVERY SINGLE DAY THAT THERE IS A WHOLE SYSTEM  
12 BEHIND THEM, NOT ONLY OF OUR COURTS AND MANY OF THE LEADERSHIP  
13 OF THE JUDGES WHO HAVE EMBRACED THIS PROGRAM AND MADE IT SO  
14 SUCCESSFUL BUT ALSO ALL THE LAW ENFORCEMENT FOLKS WHO  
15 UNDERSTAND AND RECOGNIZE HOW IMPORTANT AND MAKE THEIR  
16 CONTRIBUTION AND IN ALL OF THE TREATMENT PROVIDERS THAT HAVE  
17 DEVELOPED A VERY COMPASSIONATE SET OF SERVICES AND SUPPORTIVE  
18 SERVICES FOR MANY OF OUR GRADUATES AND, OF COURSE, THE REST OF  
19 THE COMMUNITY. THIS IS EXACTLY WHAT WE'RE SUPPOSED TO BE DOING  
20 EVERY SINGLE DAY AND I AM SO PROUD TO PRESENT NOT ONLY  
21 RECOGNITION FOR THIS OUTSTANDING PROGRAM, BUT TO LET THEM KNOW  
22 THAT HERE IN L.A. COUNTY, WE ARE VERY PROUD OF THE WORK THAT  
23 THEY DO EVERY SINGLE DAY. WE KNOW IT'S A STRUGGLE BUT IT  
24 REALLY MAKES US PROUD CONTINUOUSLY OF THE OUTSTANDING  
25 LEADERSHIP THAT THEY PROVIDE, MAKING LOS ANGELES ONE OF THE



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1 OUTSTANDING MODELS THROUGHOUT THE COUNTRY THAT WE SHOULD BE  
2 VERY PROUD OF. SO MISS DEFRANK, THANK YOU SO MUCH ON BEHALF OF  
3 THE BOARD OF SUPERVISORS. CONGRATULATIONS FOR A JOB WELL DONE.  
4 [ APPLAUSE ]

5

6 **COMMISSIONER LAUREN DEFRANK:** I KNOW I SPEAK FOR JUDGE DIAZ AND  
7 MYSELF TO THANK THE BOARD OF SUPERVISORS FOR THEIR SUPPORT OF  
8 THE DRUG COURT PROGRAM. BY SUPPORTING DRUG COURT, WE NOT ONLY  
9 SERVE THE INDIVIDUAL CLIENTS, WE SERVE THEIR FRIENDS AND  
10 FAMILY AND WE SERVE THE COMMUNITY THEY LIVE IN BECAUSE, ONCE  
11 CLEAN AND SOBER, WE RETURN THEM TO THEIR COMMUNITY AS  
12 PRODUCTIVE MEMBERS OF THE SOCIETY. SO I WANT TO THANK EVERYONE  
13 THAT SUPPORTS DRUG COURT. I CAN'T TELL YOU HOW HONORABLE IT IS  
14 TO BE COMMENDED FOR A JOB I LOVE. THANK YOU. [ APPLAUSE ]

15

16 **SUP. MOLINA, CHAIR:** LET ME BRING UP SOME OF THESE GRADUATES  
17 BECAUSE WE ARE VERY PROUD OF THEM. LET ME BEGIN BY PROVIDING A  
18 COMMENDATION TO GLORIA CHICO, WHO IS A DRUG COURT GRADUATE.  
19 SHE GRADUATED THIS MONTH, MAY OF 2005, AT THE LOS ANGELES  
20 COUNTY SUPERIOR COURT AT THE AIRPORT. CONGRATULATIONS, GLORIA.  
21 GOOD JOB. [ APPLAUSE ]

22

23 **SUP. MOLINA, CHAIR:** DERRICK MCCOY, ALSO A GRADUATE. HE IS FROM  
24 THE LOS ANGELES COUNTY SUPERIOR COURT IN LONG BEACH, AND SO



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1 WE'RE VERY PROUD OF HIS GRADUATION AS WELL. CONGRATULATIONS,  
2 DERRICK. [ APPLAUSE ]

3

4 **SUP. MOLINA, CHAIR:** KYLE GILMORE, WHO IS FROM THE LOS ANGELES  
5 SUPERIOR COURT IN REDONDO. WE'RE VERY PROUD OF HIM AND HE ALSO  
6 GRADUATED THIS MONTH. CONGRATULATIONS. [ APPLAUSE ]

7

8 **SUP. MOLINA, CHAIR:** DENA ASHLEY, WHO IS FROM THE LOS ANGELES  
9 SUPERIOR COURT IN POMONA THAT ALSO HAS A VERY STRONG PRESENCE.  
10 [ APPLAUSE ]

11

12 **SUP. MOLINA, CHAIR:** THANK YOU. DAVID ORNACK, WHO IS FROM THE  
13 SUPERIOR COURT IN VAN NUYS. CONGRATULATIONS TO YOU, SIR. GOOD  
14 JOB. [ APPLAUSE ]

15

16 **SUP. MOLINA, CHAIR:** AND, AGAIN, WE ALSO HAVE A COMMENDATION  
17 FOR LAUREN DEFRANK FOR HER OWN LEADERSHIP IN THIS AREA. WE  
18 WANT TO THANK ALL OF THE GRADUATES AS WE DO. LIKE I SAID, WE  
19 IN L.A. COUNTY ARE VERY PROUD OF THEIR EFFORT AND THEIR WORK  
20 AND WE REALLY CONTINUE TO PROVIDE SUPPORTIVE SERVICES AS MUCH  
21 AS POSSIBLE AND WE ALSO WANT TO THANK ALL OF THE PEOPLE IN  
22 L.A. COUNTY WHO HAVE BEEN RESPONSIBLE FOR MAKING THIS PROGRAM  
23 SO SUCCESSFUL. WE ARE PROUD OF EVERY SINGLE ONE OF YOU.  
24 CONGRATULATIONS. [ APPLAUSE ]

25





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1    **SUP. MOLINA, CHAIR:** LET'S GIVE THEM ONE LAST ROUND OF  
2    APPLAUSE. CONGRATULATIONS. [ APPLAUSE ]

3

4    **SUP. MOLINA, CHAIR:** AS I MENTIONED BEFORE, WE ARE CELEBRATING  
5    MANY, MANY EVENTS. WE ALSO HAVE JURY APPRECIATION WEEK. NOW,  
6    WE ALL KNOW HOW IMPORTANT IT IS TO SERVE ON JURY DUTY. WE ALSO  
7    KNOW WHAT A HASSLE IT IS EVERY SINGLE TIME BUT THE REALITY IS,  
8    IT'S ONE OF THE MOST IMPORTANT CIVIC RESPONSIBILITIES THAT WE  
9    HAVE. AND, IN L.A. COUNTY, WE ARE ALWAYS APPRECIATIVE OF EVERY  
10   SINGLE INDIVIDUAL WHO TAKES THE TIME TO RESPONSIBLY SERVE ON A  
11   JURY. WE ARE PERFECTING OUR SERVICES FOR OUR JURORS EVERY  
12   SINGLE DAY BUT WE ARE VERY PROUD OF THE WORK THAT EVERYONE  
13   DOES IN THIS AREA. SO, MAY 9TH THROUGH THE 13TH IS JURY  
14   APPRECIATION WEEK. AS I SAID, WE ARE VERY, VERY PRIVILEGED TO  
15   HAVE THIS OPPORTUNITY TO SERVE AND WE ALL KNOW IT'S VERY, VERY  
16   FUNDAMENTAL TO OUR DEMOCRACY. OUR COURTS DEPEND ON OUR  
17   CITIZENS TO SERVE AS JURORS AND, WITHOUT THEM, WE COULDN'T  
18   CARRY OUT OUR ENTIRE JUDICIAL SYSTEM, SO WE ARE VERY PROUD OF  
19   IT. AND, OF COURSE, EVERY SINGLE DAY WE SEE THOUSANDS OF OUR  
20   CITIZENS JOINING US AND SERVING AND GIVING UP THEIR TIME AND  
21   THEIR TALENT TO SHARE, HOPEFULLY SOMETIMES ONLY A DAY AND MANY  
22   TIMES A COUPLE OF WEEKS BUT WE TRY AND MAKE IT AS  
23   ACCOMMODATING AS POSSIBLE. WE'VE INVITED JUDGE CONNOR. GLORIA  
24   GOMEZ WAS NOT ABLE TO JOIN US HERE, WHO SERVES AS THE CHAIR OF  
25   THE TRIAL JURY'S COMMITTEE. SHE IS RESPONSIBLE FOR THE OVERALL



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1 FUNCTIONALITY OF OUR JURY SYSTEM HERE IN L.A. COUNTY AND WE  
2 WANT TO EXTEND OUR APPRECIATION TO HER AND HER LEADERSHIP AND  
3 WE WANT TO COMMEND THEM DURING THIS WEEK, WHICH IS JUROR  
4 APPRECIATION WEEK. CONGRATULATIONS, JUDGE. THANK YOU SO MUCH.  
5 [ APPLAUSE ]

6

7 **SUP. MOLINA, CHAIR:** JUDGE CONNOR. WE'LL HAVE TO PUT THIS UP A  
8 LOT HIGHER FOR YOU.

9

10 **JUDGE CONNER:** YOU KNOW, AS I LISTENED TO ALL THE PROCLAMATIONS  
11 AND RECOGNITIONS THIS MORNING, IT STRIKES ME THAT THIS IS ONE  
12 PART OF OUR WORLD THAT IMPACTS EVERY SINGLE PERSON IN THIS  
13 ROOM. WHERE THE OTHERS MIGHT TOUCH A FEW, JURY DUTIES AFFECTS  
14 EVERY ONE OF US. I KNOW IT AFFECTS EVERY ONE OF THE BOARD OF  
15 SUPERVISORS. I KNOW, SUPERVISOR MOLINA, YOU'VE SERVED TWICE  
16 DOWNTOWN. I THINK SUPERVISOR KNABE JUST SERVED IN LONG BEACH,  
17 DIDN'T YOU? I HAVE A SON WHO IS CURRENTLY GETTING PREPARED TO  
18 GO TO IRAQ, AND I SEE HIM AS BEING ONE OF THE FIRST RESPONDERS  
19 FOR OUR DEFENSE SYSTEM AND I SEE JURORS AS BEING THE FIRST  
20 RESPONDERS TO OUR JUSTICE SYSTEM. AND TO THE EXTENT THAT IT'S  
21 A HASSLE, AS YOU INDICATE, SOMETIMES, SUPERVISOR MOLINA, IT'S  
22 SOMETHING THAT IS SO CRITICAL TO THE ENGINE OF OUR JUSTICE  
23 THAT IT'S SOMETHING WE APPRECIATE. AND WHILE THE JURY  
24 APPRECIATION WEEK IS ONLY FOR A WEEK, IN FACT, IN THE COURTS,  
25 WE ARE TRYING TO MAKE IT LAST THE ENTIRE YEAR. WE HAVE GONE



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1 FROM 5.9 MILLION JURORS SUMMONED EVERY YEAR TO DOWN TO THREE  
2 MILLION BECAUSE OF THE IMPROVEMENTS WE'VE MADE AND THE  
3 RESPONSE OF THE PUBLIC AND EVEN AS SUCH, WE'RE STILL LOOKING  
4 AT 10,000 JURORS A DAY. SO FOR THOSE JURORS WHO ARE SERVING  
5 THIS WEEK, APPRECIATE THEM. WE DO APPRECIATE THEM ALL WEEK  
6 AND WE DO THINK OF THEM AS OUR JUDGES WHO ARE THINKING INSIDE  
7 THE BOX AND WE APPRECIATE THEIR WORK INSIDE THE BOX. THANK YOU  
8 SO MUCH. [ APPLAUSE ]

9

10 **SUP. MOLINA, CHAIR:** THANK YOU. THANKS AGAIN. MS. BURKE, YOUR  
11 PRESENTATIONS THIS MORNING.

12

13 **SUP. BURKE:** WELL, THANK YOU VERY MUCH. WE'RE VERY PLEASED TO  
14 RECOGNIZE SOME MORE NURSES. WE HAVE A NUMBER OF NURSES THAT  
15 HAVE ACTUALLY WORKED FOR THE COUNTY, FIRST OF ALL, SOME OF  
16 THEM FOR 30 YEARS AND OTHERS FOR MORE THAN 25 YEARS AND I'M  
17 VERY PLEASED TO RECOGNIZE THESE NURSES FROM MARTIN LUTHER KING  
18 HOSPITAL WHO HAVE BEEN THERE AND WE'RE GOING TO DIVIDE THOSE  
19 WHO HAVE BEEN THERE OVER 30 YEARS AND THOSE WHO HAVE BEEN  
20 THERE OVER 25 DURING NURSES RECOGNITION WEEK. WE REALIZE THAT  
21 MANY OF THESE NURSES, AFTER THEY RECEIVE THEIR 25 YEARS, DID  
22 NOT GET RECOGNITION AS THEY WOULD HAVE, AND WE THOUGHT MAYBE  
23 THIS WOULD BE AN APPROPRIATE TIME TO RECOGNIZE THEM. AND THE  
24 FIRST PERSON I'M GOING TO RECOGNIZE IS DELILAH BUENO. AND  
25 SHE'S SUPERVISING STAFF NURSE 1 AT KING DREW MEDICAL SERVICE.



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1 SHE HAS BEEN WORKING FOR 32 YEARS WITH THE COUNTY OF LOS  
2 ANGELES. [ APPLAUSE ]

3

4 **SUP. BURKE:** HENRY DATOON. HE WORKS IN THE OPERATING ROOM. HE  
5 HAS 32 YEARS OF SERVICE WITH THE COUNTY OF LOS ANGELES AND IN  
6 RECOGNITION OF ALL OF HIS TIME-- IT'S HENY, NOT HENRY, HENY  
7 DATOON AND A STAFF NURSE AT KING DREW, AND SHE HAS HAD 32  
8 YEARS WITH THE COUNTY OF LOS ANGELES. [ APPLAUSE ]

9

10 **SUP. BURKE:** THANK YOU AND CONGRATULATIONS. IRMA DAVIS, WHO  
11 WORKS IN INFECTION CONTROL, 33 YEARS OF COUNTY SERVICE AND  
12 SHE'S BEEN AT KING DREW FOR HOW LONG? 32 YEARS.  
13 CONGRATULATIONS. [ APPLAUSE ]

14

15 **SUP. BURKE:** LYNN DAVIS, WHO IS SUPERVISING STAFF NURSE II,  
16 KING DREW MEDICAL CENTER, HONOREE AND SHE HAS BEEN IN  
17 OCCUPATIONAL HEALTH 33 YEARS. CONGRATULATIONS. [ APPLAUSE ]

18

19 **SUP. BURKE:** NORMA ROSS, WHO WORKS IN THE UNIT 3-A MEDICAL  
20 SURGERY FLOOR. 36 YEARS, COUNTY SERVICE. SHE'S A SUPERVISING  
21 STAFF NURSE I AT KING DREW MEDICAL CENTER. [ APPLAUSE ]

22

23 **SUP. BURKE:** CONGRATULATIONS TO YOU. IDA STEVERSON, WORKS IN  
24 THE OPERATING ROOM, 36 YEARS OF SERVICE. SHE'S A SUPERVISING  
25 STAFF NURSE I, KING DREW MEDICAL CENTER. [ APPLAUSE ]



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1

2 **SUP. BURKE:** AND LESESTER WILSON WE HEARD FROM EARLIER. HE  
3 WORKS IN THE OPERATING ROOM. HE HAS 32 YEARS OF COUNTY  
4 SERVICE. HE'S BEEN OUTSTANDING NURSE FOR '99, 2000, WAS IT?  
5 2001. CONGRATULATIONS TO YOU, SUPERVISING STAFF NURSE I, KING  
6 DREW. [ APPLAUSE ]

7

8 **SUP. BURKE:** YOU KNOW, I THOUGHT IT WAS VERY IMPORTANT FOR  
9 PEOPLE TO REALIZE THERE'S SOME HARD WORKING NURSES WHO SPENT  
10 YEARS AND YEARS WITH THE COUNTY OF LOS ANGELES AND WE NEED TO  
11 GIVE THEM SOME RECOGNITION BECAUSE ALL OF THE THINGS THEY HEAR  
12 USUALLY IS CRITICISM. BUT THERE IS A GREAT DEAL OF  
13 APPRECIATION SOME OF US HAVE FOR THE HARD WORK THAT THEY HAVE  
14 PUT IN OVER THESE YEARS. NOW WE HAVE SOME PEOPLE WHO HAVE BEEN  
15 OVER 25 YEARS, FOR ONE THING, AND I'M GOING TO DO MY VERY BEST  
16 TO PRONOUNCE THIS RIGHT. RUNGRONG CHANKRAKCHAN AND SHE IS A  
17 CRITICAL CARE NURSE, KING DREW AND SHE HAS HOW MANY YEARS? 27  
18 YEARS AT KING DREW. [ APPLAUSE ]

19

20 **SUP. BURKE:** AND MARTHA SOTELO AND SHE WORKS IN OB/GYN CASE  
21 MANAGEMENT AT HUBERT HUMPHREY COMPREHENSIVE CENTER, 26 YEARS  
22 OF COUNTY SERVICE. CONGRATULATIONS TO YOU. [ APPLAUSE ]

23



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1   **SUP. BURKE:** VEPALPON SHAROOT, STAFF NURSE, KING DREW MEDICAL  
2   CENTER. CONGRATULATIONS TO YOU AND HOW LONG HAVE YOU BEEN  
3   THERE? 27 YEARS. [ APPLAUSE ]

4

5   **SUP. BURKE:** APRIL JOHNSON GABRIEL, CLINIC NURSE II, KING DREW  
6   MEDICAL CENTER AND HOW MANY YEARS HAVE YOU BEEN THERE?

7

8   **APRIL JOHNSON GABRIEL:** I'VE BEEN AT KING FOR THREE YEARS BUT  
9   I'VE BEEN WITH THE COUNTY FOR 27.

10

11   **SUP. BURKE:** 27 WITH THE COUNTY, THREE AT KING. [ APPLAUSE ]

12

13   **SUP. BURKE:** WHERE WERE YOU BEFORE?

14

15   **APRIL JOHNSON GABRIEL:** I WAS AT THE COMPREHENSIVE HEALTH  
16   CENTER, FLORENCE FIRESTONE AND HUBERT HUMPHREY.

17

18   **SUP. BURKE:** AND SHE WAS AT THE COMPREHENSIVE HEALTH CENTER  
19   BEFORE THAT. SO WE WANT TO-- NOW, MR. WILSON IS GOING TO BE  
20   ONE THE ONE WHO SPEAKS. ALL RIGHT. [ APPLAUSE ]

21

22   **LETHESTER WILSON:** HELLO. MY NAME IS, AS YOU KNOW, LETHESTER  
23   WILSON. I WAS CHOSEN TO SPEAK FOR THE GROUP OF LADIES THAT ARE  
24   STANDING BEHIND ME, WHO ARE GREAT NURSES. AS YOU SEE, WE HAVE  
25   HUNDREDS AND HUNDREDS OF YEARS OF EXPERIENCE WORKING AT KING





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1 DREW MEDICAL CENTER. EVERYONE HERE THAT YOU SEE HERE CONSIDERS  
2 IT A FAMILY THING. WE LOVE WHERE WE WORK, WE LOVE WHAT WE DO  
3 AND MANY OF THE PEOPLE HERE ARE THE ULTIMATE PROFESSIONALS.  
4 THERE ARE LADIES HERE WHO CAME ALL THE WAY FROM THAILAND AND  
5 THE PHILIPPINES, FROM DOWN SOUTH IN TENNESSEE AND ALABAMA AND  
6 THE LIKE. ME, OF COURSE, I WAS BORN AND BRED IN THE SECOND  
7 DISTRICT. THAT'S YOUR DISTRICT. I WAS IN THE SECOND DISTRICT  
8 BEFORE KENNY HAHN WAS IN THE SECOND DISTRICT. THE WHOLE THING  
9 ABOUT IT IS, IS THAT WE LOVE OUR AREA, WE LOVE OUR HOSPITAL.  
10 THE NURSES ARE DEDICATED. AS YOU CAN SEE, WHEN WE TALK ABOUT  
11 30 AND 25 AND 27 YEARS, IT SPANS SOME THREE DECADES OF  
12 SERVICE. WE WERE BORN WITH CONTROVERSY DURING THE 1965 WATTS  
13 RIOTS. WE WERE THERE FOR THE 1992 RIOTS THAT WE SAW ON T.V.  
14 AND THE LIKE, WE WERE THERE FOR THEM. SOME OF THE NURSES HAD  
15 TO DO DOUBLE DUTY. THEY HAD TO SIT BACK AND FOREGO THEIR  
16 EXPERIENCE IN OTHER AREAS TO COME AND ASSIST BECAUSE, ON THAT  
17 PARTICULAR NIGHT, WE NEEDED ALL THE PEOPLE WE HAD AND WE  
18 DIDN'T HAVE ENOUGH STAFF. IT WAS A PROBLEM THAT WE HAD IN THE  
19 TIME OF STAFFING. WE HAVE SAID THAT NOW, WITH THE HELP OF DR.  
20 GARTHWAITE AND THE NAVIGANT GROUP, WE'RE TRYING TO ADDRESS  
21 THAT ISSUE AND FIX THAT ISSUE SO THAT THE POOR NURSES HERE  
22 THAT WORKED TIRELESSLY FOR THREE DECADES WON'T HAVE THAT  
23 PROBLEM AGAIN. I CAN SAY ONE THING: TEAMWORK, MORALE IS ON THE  
24 INCREASE, PEOPLE ARE IMPROVING AND I WOULD HAVE TO PUT IT LIKE  
25 THIS TO YOU: I AM PROUD, I AM PROUD THAT, FOR 32 YEARS, I'VE



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1 WORKED FOR KING AND I'VE WORKED WITH THE LIKES OF THESE PEOPLE  
2 HERE BECAUSE, WITHOUT TEAMWORK, NOBODY CAN DO A THING. THESE  
3 NURSES HAVE BEEN JUST ABSOLUTELY WONDERFUL FOR THREE DECADES,  
4 ALMOST EVERY LAST ONE. YOU GUYS SHOULD ALL GIVE THEM A ROUND  
5 OF APPLAUSE AND A BIG HANDSHAKE. [ APPLAUSE ]

6

7 **DR. THOMAS GARTHWAITE:** THE ONLY THING I CAN ADD IS THAT, OVER  
8 THE LAST MONTH WHERE I'VE SPENT CONSIDERABLE TIME AT KING AND  
9 MADE ROUNDS ON VIRTUALLY EVERY HOSPITAL WARD, WHAT HAS JUST  
10 BEEN SAID, THE INCREASE IN MORALE, THE SENSE OF INCREASING  
11 OPTIMISM IS PALPABLE. THERE'S A OF WORK LEFT TO DO BUT IT'S  
12 THESE VETERAN NURSES WHO WILL HELP GET IT DONE. THANK YOU.

13

14 **SUP. BURKE:** THANK YOU. WE'LL TAKE A PHOTO. THANK YOU.  
15 CONGRATULATIONS TO YOU. [ APPLAUSE ]

16

17 **SUP. BURKE:** I WOULD LIKE TO NOW CALL UP THE WORKERS FOR THE  
18 NATIONAL VOTER REGISTRATION MOTOR VOTER LAW WENT INTO EFFECT  
19 AND THESE ARE THE PEOPLE WHO HAVE BEEN CARRYING IT OUT. I'D  
20 LIKE TO CALL UP REPRESENTATIVES OF THE DEPARTMENT OF MOTOR  
21 VEHICLES. THE NATIONAL VOTER REGISTRATION ACT'S MOTOR VOTER  
22 LAW MANDATES THE DEPARTMENT OF MOTOR VEHICLES OFFICE NATION  
23 WIDE TO PROVIDE AN OPPORTUNITY FOR PEOPLE TO REGISTER OR  
24 REREGISTER TO VOTE WHEN APPLYING FOR A DRIVER'S LICENSE OR A  
25 STATE IDENTIFICATION CARD. IN 1999, THE CALIFORNIA D.M.V.



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1 FORMED A PARTNERSHIP WITH L.A. COUNTY REGISTRAR-RECORDER,  
2 COUNTY CLERK TO ENSURE LEGAL COMPLIANCE WITH THIS LAW. BEFORE  
3 THE NOVEMBER 2000 GENERAL ELECTION, THE REGISTRAR-RECORDER  
4 STARTED A PILOT PROGRAM WITH THE ASSISTANCE OF TWO SOUTHERN  
5 CALIFORNIA D.M.V. REGIONAL ADMINISTRATORS AND 26 D.M.V. OFFICE  
6 MANAGERS IN L.A. COUNTY. UNDER THIS PROGRAM, D.M.V. EMPLOYEES  
7 OFFERED AND EXPLAINED THE REGISTRATION OPTIONS TO PEOPLE WHO  
8 CAME INTO THE D.M.V. OFFICE. THEY ALSO OFFERED ASSISTANCE TO  
9 COMPLETE VOTER REGISTRATION FORMS TO THE ELDERLY AND PEOPLE  
10 WHOSE FIRST LANGUAGE WAS NOT ENGLISH. VOTER REGISTRATION  
11 DRIVES WERE ALSO CONDUCTED AT DESIGNATED D.M.V. OFFICES BEFORE  
12 MAJOR ELECTIONS. IN JULY 2002, A PERMANENT REGISTRATION  
13 ENHANCEMENT PROGRAM WAS INSTITUTED AT ALL D.M.V. OFFICES. THIS  
14 PROGRAM HAS INCREASED VOTER REGISTRATION AT LOCAL D.M.V.  
15 OFFICES BY 66%. THE REGISTRAR-RECORDER, COUNTY CLERK HAS  
16 RECEIVED SEVERAL AWARDS FOR THIS INNOVATIVE PROGRAM, INCLUDING  
17 THE 2003 L.A. COUNTY QUALITY AND PRODUCTIVITY AWARD, 2004  
18 NATIONAL ASSOCIATION OF COUNTIES AWARD AND 2004 CALIFORNIA  
19 STATE ASSOCIATION OF COUNTIES CHALLENGE AWARD BUT NONE OF THIS  
20 HAD BEEN POSSIBLE WITHOUT THE LEADERSHIP, COOPERATION AND  
21 DEDICATION OF D.M.V. REGION 5 ADMINISTRATOR, CATHY PURNELL,  
22 REGION 6 ADMINISTRATOR, YVONNE HAYES AND RETIRED REGION 5  
23 ADMINISTRATOR, JOHN RAYMOND AND THE 26 D.M.V. OFFICE MANAGERS.  
24 AND IT'S WITH GREAT PLEASURE THAT I RECOGNIZE TWO OTHER D.M.V.  
25 ADMINISTRATORS FOR THEIR CONTRIBUTION AND I'D LIKE TO ASK THEM



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1 TO COME FORWARD. AND THEN I'M GOING TO READ THE NAMES OF THE  
2 OTHERS WHO ARE NOT HERE. KATHY PURNELL. SHE'S RETIRED  
3 DEPARTMENT OF MOTOR VEHICLES REGION 5 ADMINISTRATOR,  
4 REGISTRAR-RECORDER AND CONGRATULATIONS ON YOUR WORK WITH THE  
5 ENHANCEMENT PROGRAM. YVONNE HAYNES, AND SHE'S DEPARTMENT OF  
6 VEHICLE, REGION 6 ADMINISTRATIVE REGISTRAR-RECORDER, COUNTY  
7 CLERK AND DEPARTMENT OF MOTOR VEHICLES PARTNERSHIP IN  
8 RECOGNITION OF YOUR LEADERSHIP. AND JOHN RAYMOND AND  
9 DEPARTMENT OF MOTOR VEHICLES REGION 5 AND WHO IS ACCEPTING IT  
10 FOR HIM? MARK BAND. I'M GOING TO READ THE NAMES OF THOSE  
11 PEOPLE WHO WERE NOT ABLE TO BE HERE, THE OFFICE MANAGERS, AND  
12 THEN WE'LL HAVE YVONNE HAYNES, I BELIEVE SHE'S GOING TO MAKE  
13 THE ACCEPTANCE. LYDIA MARCUS, MARK BAILEY, KATHY POPE JONES,  
14 ART TENSE, GARY NICKELBURY-- NICKERBURY, CINDY ALVARADO,  
15 ROBERT NELSON, LOIS JOHNSON, VINCENT HORRY, LYNN WATKINS,  
16 JOANN MITCHELL, CRISTINA HARDIN, IRENE MADRID, AND THESE ARE  
17 THE D.M.V. REGION 5 OFFICE MANAGERS. THEN, ON REGION 6, D.M.V.  
18 OFFICE MANAGERS: GLORIA RIVERA, SHEILA AUSTIN, VELMA EDMOND,  
19 LOUISE BLAND, DIXON JAMES, JUDY HOLLINGER, ALICIA ROBLES,  
20 DONNA GORDON, BETTY BAKER, VERONICA JONES, PATRICIA OLSON,  
21 AMAR CHARTARPAL, PAULA REGETTE AND JOHN HAYES. CONGRATULATIONS  
22 TO EVERYONE AND WE HAVE OUR REGISTRAR-RECORDER HERE, TOO, I  
23 KNOW THAT'S GOING TO WANT TO SAY A WORD. BUT FIRST, YVONNE  
24 HAYNES.

25



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1 **YVONNE HAYNES:** ON BEHALF OF OUR DIRECTOR, JOAN BARUKI, OUR  
2 DEPUTY DIRECTOR, SUSAN HOGUE, I WANT TO THANK YOU FOR THIS  
3 AWARD. D.M.V. IS LEADING THE CHARGE IN CHANGING THE IMAGE OF  
4 D.M.V. AND THE SERVICE THAT WE PROVIDE TO THE PEOPLE OF THE  
5 STATE OF CALIFORNIA AND WE THANK YOU AND LOOK FORWARD TO YEARS  
6 AND YEARS OF PARTNERSHIP IN ADDRESSING THIS.

7

8 **SUP. BURKE:** WOULD YOU LIKE TO SAY A WORD?

9

10 **CONNY MCCORMACK:** THANK YOU, SUPERVISORS, FOR RECOGNIZING OUR  
11 PARTNERSHIP WITH THE D.M.V. ALL OVER THE COUNTRY, YOU HEAR  
12 ABOUT PEOPLE WHO CAN'T GET THEIR REGISTRATIONS DONE AT THE  
13 D.M.V. AND IT'S BEEN A CRISIS. NOT SO IN LOS ANGELES BECAUSE  
14 WE QUIETLY WORK BEHIND THE SCENES. EVERY WEEK, WE'RE AT ONE OF  
15 THESE D.M.V. OFFICES WITH OUR STAFF TRAINING OUR NEW STAFF  
16 CONTINUOUSLY. THE LEADERSHIP THAT YVONNE AND KATHY AND OTHERS  
17 HAVE SHOWN IN THESE OFFICES AND OUR LEADERSHIP WITH DARLENE  
18 BONDS AND LORRAINE PATTERSON IN OUR OFFICE HAVE MADE THIS A  
19 WONDERFUL PARTNERSHIP. OVER 500,000 VOTER REGISTRATIONS HAVE  
20 COME TO US BECAUSE OF THIS AND YOU DON'T HEAR TOO MANY  
21 COMPLAINTS AND WE'D LIKE TO RECOGNIZE THEM AND THANK YOU FOR  
22 HAVING THEM HERE TODAY.

23

24 **SUP. BURKE:** COULD WE GET A PICTURE? [ APPLAUSE ]

25



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1    **SUP. BURKE:** THANK YOU VERY MUCH.

2

3    **(COLLECTIVELY):** THANK YOU.

4

5    **SUP. BURKE:** THOSE ARE MY PRESENTATIONS.

6

7    **SUP. MOLINA, CHAIR:** SUPERVISOR KNABE.

8

9    **SUP. KNABE:** I JUST-- HOPEFULLY BEFORE NOON. HERE WE GO. HERE  
10 WE GO. I'M GOING TO ASK THE CALIFORNIA REGION 4 CHAIR, DIANA  
11 FORTUNE, TO JOIN ME AND CALIFORNIA L.A. CHAPTER PRESIDENT,  
12 ROSIE VALASQUE-FORTUNE TO JOIN ME AS WELL AS RENITA MORGAN AND  
13 MATILDA ROGERS, WHO ARE COUNCIL MEMBERS IN THE COUNCIL OF  
14 LONG-TERM CARE NURSES. WE ALSO HAVE OUR ANNUAL VISIT FROM OUR  
15 GOOD FRIEND, HARVEY, HERE. HARVEY, DO YOU WANT TO PUT YOUR  
16 PAWS UP THERE AND SAY HELLO TO EVERYBODY? HARVEY IS A GREAT  
17 FRIEND TO A LOT OF PATIENTS AND LONG-TERM CARE PATIENTS. AS  
18 YOU ALL KNOW, ONCE AGAIN, THIS BOARD HAS DECLARED THE MONTH OF  
19 MAY AS OLDER AMERICANS MONTH AND THERE ARE NUMEROUS ACTIVITIES  
20 AND EVENTS BEING HELD ACROSS THE COUNTRY, DON, OUR SENIORS AND  
21 THE PROFESSIONALS THAT ASSIST THEM. TODAY, WE'RE PLEASED TO  
22 HONOR THE CALIFORNIA ASSOCIATION OF HEALTH FACILITIES FOR  
23 THEIR EXCELLENT WORK OF THEIR MEMBER AGENCIES. I HAD THE  
24 OPPORTUNITY JUST RECENTLY TO ADDRESS THEIR LOCAL CHAPTER LAST  
25 MONTH AND THEY ARE REAL PARTNERS, BOTH IN PROVIDING THE HIGH





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1 QUALITY OF CARE FOR THE ELDERLY AND DISABLED PATIENTS AND  
2 LONG-TERM CARE FACILITIES AND, IN ADDITION, WORKING TOWARDS A  
3 STRATEGIC APPROACH TO THE HEALTH AND WELLBEING OF THIS GROWING  
4 POPULATION OF WELL INTO THE FUTURE. WE'RE GOING TO NEED GOOD  
5 PLANNING PARTNERS BECAUSE IT IS EXPECTED THE 60-PLUS A.I.D.S.  
6 POPULATION IN THE COUNTY WILL HAVE INCREASED BY 149% BY THE  
7 YEAR 2030. SO, DUE TO THE AGING OF THE BABY BOOMER POPULATION,  
8 OUR WORK IS CUT OUT FOR US AND SO WE'D LIKE TO PRESENT THIS  
9 SCROLL TO ROSY AND TO DIANE-- DIANA FOR-- IN RECOGNITION OF  
10 LONG-TERM CARE MONTH. [ APPLAUSE ]

11

12 **SUP. KNABE:** ALSO, AS YOU HEARD THROUGHOUT THE MORNING, ONE OF  
13 THE REASONS FOR THE LENGTH OF THESE PRESENTATIONS IS THAT  
14 WE'RE HONORING NURSES FOR THE HEROIC WORK THEY PERFORM EACH  
15 AND EVERY DAY. AT THIS TIME, WE'D LIKE TO TAKE THE OPPORTUNITY  
16 TO HONOR A VERY SPECIFIC CATEGORY OF NURSES, THE ONES WHO WORK  
17 WITH THE ELDERLY AND DISABLED IN OUR LONG-TERM CARE  
18 FACILITIES. THESE NURSES, NOT UNLIKE THEIR COUNTERPARTS IN  
19 EMERGENCY ROOMS, MATERNITY WARDS AND OTHER MEDICAL  
20 SPECIALTIES, WORK TIRELESSLY AND BRING GREAT COMPASSION AND  
21 LOVE TO THEIR JOBS. THEIR GOAL IS NOT ONLY TO HELP PATIENTS  
22 IMPROVE THEIR LIVES NO MATTER WHAT THEIR DIAGNOSIS IS OR HOW  
23 INCAPACITATED THE PATIENT BELIEVES THEY ARE. THERE IS NO DOUBT  
24 IN MY MIND THAT NURSING IS ONE OF THE TOUGHEST JOBS OUT THERE  
25 AND WE WANT TO THANK THEM FOR IT. SO, RONITA AND MATILDA, WE



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1 WANT TO ONCE AGAIN THANK YOU FOR WHAT YOU DO EACH AND EVERY  
2 DAY IN RECOGNITION OF LONG-TERM CARE AND NURSES WEEK. [  
3 APPLAUSE ]

4

5 **SPEAKER:** I JUST WANT TO GRATEFULLY RECEIVE THIS RECOGNITION ON  
6 BEHALF OF THE CALIFORNIA ASSOCIATION OF HEALTH FACILITIES AND  
7 IN MEMORY OF OUR DEAR CHAIRMAN, PAUL DAVID TONELL, WHO DIED AT  
8 THE AGE OF 49 THREE WEEKS AGO. AND, BEFORE HIS UNTIMELY DEATH,  
9 I DID RECEIVE CARE IN ONE OF OUR LONG-TERM HEALTHCARE  
10 FACILITIES IN CALIFORNIA AND KNEW TO THE DAY THAT HE DIED AND  
11 ADVOCATED UNTIL THE DAY THAT HE DIED FOR LONG-TERM HEALTHCARE  
12 AND FOR NURSES. AND HE PERSONALLY HAS DEDICATED THE YEAR 2005  
13 TO THE YEAR OF THE NURSES. THANK YOU.

14

15 **SPEAKER:** I'D JUST LIKE TO THANK THE SUPERVISORS FOR COMMENDING  
16 ALL THE NURSES THIS YEAR AND EVERY YEAR AND ENCOURAGE ALL OF  
17 YOU WHO HAVE SOMEONE WHO MAY BE INTERESTED IN GOING INTO  
18 NURSING TO HELP US TO PROMOTE AND RECRUIT NURSES. AT ONE  
19 POINT, IT WAS PROBABLY ONE OF THE MOST SOUGHT-AFTER FIELDS OR  
20 PROFESSIONS BUT NOT QUITE SO NOW. I'M ALSO A NURSING  
21 INSTRUCTOR, SO I ENCOURAGE YOU AND THANK YOU FOR HONORING US  
22 AND RECOGNIZING WHAT WE DO AND ASK YOU TO ASSIST US IN  
23 RECRUITING THE YOUNG PEOPLE SO THAT THEY CAN HELP US BABY  
24 BOOMERS, OF WHICH I AM NOW ONE OF, IN THE COMING YEARS.  
25 THANKS.



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1

2 **SUP. KNABE:** THANK YOU. THANK YOU, ALL. LET'S GIVE THEM A ROUND  
3 OF APPLAUSE. THANK YOU. [ APPLAUSE ]

4

5 **SUP. KNABE:** MADAM CHAIR?

6

7 **SUP. MOLINA, CHAIR:** THAT CONCLUDES THIS MORNING'S  
8 PRESENTATIONS! THAT'S WHAT HAPPENS WHEN YOU MISS A WEEK. OKAY.  
9 WE'LL GET VIOLET BACK AND EVERYBODY AND WE'LL GET STARTED ON  
10 OUR AGENDA ITEMS. AND I GUESS THE FIRST ITEM OF BUSINESS IS  
11 GOING TO BE S-1. IT'S A SET ITEM THAT WAS SET FOR 11:00 AND  
12 INCLUDING IN OUR SET ITEM, WE ARE BRINGING ALL OF THE ITEMS  
13 TOGETHER. SO, ALONG WITH OUR SET ITEM, WE HAVE ITEM NUMBER 3,  
14 ITEM NUMBER 74 AND ITEM NUMBER 52. SO, TO BEGIN WITH, WE'RE  
15 GOING TO ASK DR. GARTHWAITE TO JOIN US. AND, I DON'T KNOW, DR.  
16 GARTHWAITE, YOU TELL ME WHO ELSE-- FRED IS COMING UP, FRED  
17 LEAF IS COMING UP. WHO ELSE WILL BE DOING THE PRESENTATION  
18 WITH YOU?

19

20 **DR. THOMAS GARTHWAITE:** PRIMARILY KAE ROBERTSON FROM NAVIGANT  
21 IS ALSO HERE TODAY.

22

23 **SUP. MOLINA, CHAIR:** ALL RIGHT.

24



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1   **DR. THOMAS GARTHWAITE:** MADAM CHAIR AND MEMBERS OF THE BOARD,  
2   YOUR BOARD ASKED THE DEPARTMENT TO ANSWER TWO PRIMARY  
3   QUESTIONS, IN MY MIND. FIRST, IS THE PACE OF REFORM AT KING  
4   DREW MEDICAL CENTER FAST ENOUGH; AND, TWO, SHOULD DREW BE  
5   RETAINED AS A PARTNER? MY SHORT ANSWER IS, THE PACE IS  
6   ADEQUATE ALTHOUGH, WITH THE REVELATIONS THAT WE'VE HAD OVER  
7   THE PAST MONTH, CERTAINLY ONE COULD ARGUE IT COULD NEVER BE  
8   RAPID ENOUGH BUT THERE IS CONSIDERABLE WORK TO DO. SECONDLY,  
9   AND DREW SHOULD BE RETAINED BUT ONLY WITH CERTAIN CONDITIONS.  
10  IF YOU THINK OF THE KING DREW MEDICAL CENTER, DREW UNIVERSITY  
11  CAMPUS AS HAVING A TUMOR, THEN THE QUESTION WE ARE TRYING TO  
12  ANSWER, IS THIS TUMOR OPERABLE? WILL AGGRESSIVE TREATMENT BE  
13  EFFECTIVE? CERTAINLY, SURGERY, RADIATION, CHEMOTHERAPY WILL  
14  ALL MAKE OUR PATIENTS SICKER IN THE SHORT RUN AND I THINK THAT  
15  THE CHALLENGE OF TEARING APART THIS ORGANIZATION, LOOKING  
16  UNDER-- IN EVERY CORNER TO FIND PROBLEMS HAS FOUND PROBLEMS  
17  AND SOMETIMES WE DON'T DISCOVER THEM. BUT, FOR MANY PATIENTS,  
18  THIS RADICAL PROCESS RESULTS IN LONGER AND BETTER LIVES AND,  
19  FOR SOME, CURE. SOME HAVE ALREADY CONCLUDED THAT KING DREW  
20  MEDICAL CENTER AND DREW PROBLEMS ARE INOPERABLE. BUT I  
21  RECOMMEND THAT WE GIVE THESE INSTITUTIONS OUR MOST AGGRESSIVE  
22  TREATMENTS AND GO FOR THE CURE. FIRST, YOU'VE ALREADY HIRED  
23  NAVIGANT AND, BY ANY MEASURE, PROGRESS IS BEING MADE. ONE CAN  
24  CERTAINLY ARGUE MAYBE MORE PROGRESS IS NEEDED BUT THERE'S NO  
25  QUESTION, AFTER SPENDING A MONTH THERE, THAT I SEE SIGNIFICANT



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1    PROGRESS. SECONDLY, YOU ESTABLISH A HOSPITAL ADVISORY BOARD.  
2    THEY HAVE MET, THEY'VE ESTABLISHED SUBCOMMITTEES. THE QUALITY  
3    SUBCOMMITTEE HAS DONE ORGANIZATIONAL MEETINGS AND IS BEGINNING  
4    TO MEET ON A REGULAR BASIS. THERE WAS ESTABLISHMENT YESTERDAY  
5    OF AN OPERATIONAL SUBCOMMITTEE THAT WILL MEET ALSO ON A WEEKLY  
6    BASIS TO PROVIDE OBJECTIVE ASSESSMENTS OF PROGRESS AND ALSO  
7    DIRECTION. THIRD, YOUR CONTRACT WITH DREW IS WORKING. WE ARE  
8    PAYING FOR ONLY WHAT WE ARE GETTING. IF REPORTS ARE LATE, WE  
9    INVOKE SANCTIONS AND THE DREW UNIVERSITY BOARD IS RESPONDING  
10   TO THESE ACTIONS. THEY'RE TAKING AGGRESSIVE ACTION AND HOLDING  
11   PEOPLE ACCOUNTABLE TO FOLLOW THROUGH ON OUR RECOMMENDATIONS.  
12   WE RECOMMEND THAT YOU ALLOW THESE ACTIONS TO FULLY WORK AND TO  
13   AUGMENT THEM. AND THE WAY I THINK THAT YOU NEED TO AUGMENT  
14   THEM IS, FIRST, TO EXPLORE AGGRESSIVELY THE SHARED EXECUTIVE  
15   MODEL THAT WAS PROPOSED BY THE STEERING COMMITTEE AND FUNDED  
16   BY THE CALIFORNIA ENDOWMENT. THAT HAS THE POSSIBILITY OF  
17   ATTRACTING THE KIND OF LEADERSHIP THAT'S GOING TO BE NECESSARY  
18   TO RECRUIT PHYSICIANS TO THIS HOSPITAL, REGARDLESS OF ITS  
19   ULTIMATE SHAPE AND MISSION. SECONDLY, TO DEMAND NEW ACADEMIC  
20   LEADERSHIP AND STRUCTURE AT THE UNIVERSITY. AND WE'VE MADE  
21   SPECIFIC RECOMMENDATIONS FOR THAT. THIRD, TO ASSURE PROGRESS  
22   ON THE READINESS FOR THE AMERICAN COLLEGE OF GRADUATE MEDICAL  
23   EDUCATION REVIEW IN DECEMBER, AND TO ASSURE PROGRESS ON THE  
24   RECRUITMENT OF DEPARTMENT CHAIRS. AND, FINALLY, TO ALLOW US,  
25   AND WE WILL DO THIS REGARDLESS, TO CONTINUE OUR EMPHASIS ON



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1 CONTRACT COMPLIANCE. YOUR BOARD HAS RECEIVED AT LEAST THREE  
2 LETTERS FROM THE-- FROM MEMBERS OF THE DREW UNIVERSITY BOARD.  
3 IN CONTRAST TO PREVIOUS POSITIONS THAT OFFERED EXCUSES AND  
4 ASSIGNED BLAME OFTEN OUTSIDE OF THAT INSTITUTION, I SEE THESE  
5 LETTERS AS ENCOURAGING THE CHANGES AFOOT. THEY SHOW ACCEPTANCE  
6 OF RESPONSIBILITY, LEADERSHIP AND AN EMERGING VISION OF A  
7 DIFFERENT CAMPUS. IF YOU WILL ACCEPT OUR RECOMMENDATIONS, YOU  
8 WILL KNOW IN 120 DAYS OR LESS WHETHER SUSTAINED IMPROVEMENT IS  
9 POSSIBLE BECAUSE WE HAVE OBJECTIVE MEASURES OF PROGRESS. THEN,  
10 YOU WILL ALSO KNOW, IN DECEMBER OR JANUARY, WHETHER THE JOINT  
11 COMMISSION ON ACCREDITATION OF HEALTHCARE ORGANIZATIONS AND  
12 THE AMERICAN COLLEGE OF GRADUATE MEDICAL EDUCATION HAVE SEEN  
13 AN IMPROVEMENT AS WELL. IF YOU SEVER THE RELATIONSHIP TODAY,  
14 YOU WILL NEVER KNOW WHETHER CURE IS POSSIBLE. THANK YOU AND  
15 HAPPY TO ENTERTAIN YOUR QUESTIONS.

16

17 **SUP. MOLINA, CHAIR:** THAT'S THE EXTENT OF THE REPORT? YES?  
18 OKAY. ANY QUESTION OR COMMENT?

19

20 **DR. THOMAS GARTHWAITE:** I CAN GO INTO MORE DETAIL, IF YOU LIKE,  
21 ON THE RECOMMENDATIONS AND SUBSTANCE.

22

23 **SUP. BURKE:** MADAM CHAIR, WILL IT BE POSSIBLE FOR US TO GET  
24 SOME UPDATE FROM DREW IN TERMS OF SEARCH FOR A PRESIDENT OF  
25 THE UNIVERSITY? ON THOSE TIMES THAT I'VE BEEN ON SEARCH





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1 COMMITTEES FOR PRESIDENTS OF UNIVERSITIES WHICH, FOR THE MOST  
2 PART, WERE ALL AT THE U.C. SYSTEM WHEN I WAS A REGENT THERE,  
3 THIS WAS A VERY COMPLEX AND TEDIOUS KIND OF A JOB. IN ADDITION  
4 TO THAT, ONE OF THE CONCERNS I WOULD HAVE TO HAVE IS WHETHER  
5 OR NOT THEY WOULD JUST RUSH IN AND APPOINT SOMEONE WHO WOULD  
6 JUST BE NOT COMPETENT AND THAT'S THE LAST THING I WOULD THINK  
7 THAT NEEDS TO BE DONE AT THIS POINT. WILL WE HAVE AN  
8 OPPORTUNITY, MADAM CHAIR, TO BE ABLE TO HEAR FROM THEM AS TO  
9 WHAT THE PROGRESS IS, WHETHER OR NOT THEY HAVE AN OUTSIDE  
10 RESEARCH FIRM OR HOW THEY'RE GOING ABOUT SELECTING THOSE TWO  
11 POSITIONS THAT, IN THE REPORT, INDICATE IT SHOULD BE  
12 SUPPORTED, SHOULD BE IDENTIFIED BY AUGUST, THE PRESIDENT OF  
13 THE MEDICAL SCHOOL, AS WELL AS THE DEAN OF THE MEDICAL SCHOOL?

14

15 **DR. THOMAS GARTHWAITE:** I COULD JUST MAKE ONE COMMENT. THE--  
16 AND I KNOW THERE ARE AND OTHER MEMBERS OF THE DREW BOARD WHO  
17 CAN BRING YOU UP TO DATE ON THEIR SEARCH BUT THE OPPORTUNITY  
18 FOR A SHARED EXECUTIVE. I WAS FIRST SOMEWHAT CONCERNED ABOUT  
19 THAT BUT, AS I'VE HAD MULTIPLE CONVERSATIONS WITH MANY PEOPLE  
20 ABOUT IT, I'VE COME TO THE CONCLUSION THAT THERE IS AN  
21 OPPORTUNITY TO FORCE BOTH INSTITUTIONS TO WORK TOGETHER AND TO  
22 HAVE A SINGLE AREA WHERE ACCOUNTABILITY COMES TOGETHER ON THAT  
23 CAMPUS, DAY IN AND DAY OUT. AND, IN MY CONCEPTION OF THIS, THE  
24 BOARD WOULD HAVE THE OPPORTUNITY TO FIRE THE PRESIDENT OF DREW  
25 AND, LIKEWISE, THE BOARD OF DREW WOULD HAVE THE OPPORTUNITY TO



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1 SAY TO THE C.E.O. OF THE MEDICAL CENTER, "MUST GO". SO BOTH  
2 PEOPLE PUT SOMETHING AT RISK, IF YOU PUT SOMETHING AT RISK  
3 WHERE YOU STILL RETAIN CONTROL. AND, IN MY MIND, YOU CAN ALSO  
4 DO THIS FOR A FINITE PERIOD OF TIME AND EVALUATE ITS  
5 EFFECTIVENESS.

6

7 **SUP. BURKE:** AND SO YOU WOULD SEE THIS AS AN INTERIM APPROACH  
8 WHILE THEY LOCATED A LONG-TERM PRESIDENT?

9

10 **DR. THOMAS GARTHWAITE:** I THINK THE COMMITMENT SHOULD BE THREE  
11 TO FIVE YEARS. IF YOU-- THE IMPORTANCE OF DOING THIS QUICKLY  
12 IS THE IMPORTANCE OF RECRUITMENT. AS I'VE SAID BEFORE THIS  
13 BOARD PREVIOUSLY, THAT THIS IS NOT FIXABLE IF WE CAN'T RECRUIT  
14 THE RIGHT KIND OF LEADERS IN AND WE DO THAT IN A RAPID  
15 FASHION. SO SOME KIND OF COMMITMENT TO AN OUTSTANDING LEADER  
16 WHO IS WILLING TO TAKE ON THIS CHALLENGE, KNOWING THAT THEY  
17 HAVE THE OPPORTUNITY TO AFFECT BOTH INSTITUTIONS, WHICH I  
18 THINK ULTIMATELY IS GOING TO BE IMPORTANT TO MAKING IT ALL  
19 WORK, IS, I THINK, NECESSARY.

20

21 **SUP. BURKE:** WELL, I UNDERSTAND THAT THIS IS THE POSITION THAT  
22 YOU HAVE TAKEN. I'M CONCERNED, IF THAT POSITION IS NOT ADOPTED  
23 BY THE ENTIRE BOARD AND IT'S NECESSARY TO IDENTIFY A PERSON AS  
24 THE PRESIDENT, WHERE THEY ARE IN THAT SEARCH, BECAUSE WE DON'T  
25 KNOW WHETHER OR NOT THE JOINT POSITION IS GOING TO BE ACCEPTED



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1 BY THE BOARD. BUT WHAT YOU'RE SUGGESTING IS AUGUST DEADLINE  
2 AND I'M SIMPLY SAYING, I HAVE SERVED ON I DON'T KNOW HOW MANY  
3 SEARCH-- OR NOT ACTUALLY NECESSARILY SEARCH COMMITTEES BUT  
4 COMMITTEES THAT HAVE THE RESPONSIBILITY OF IDENTIFYING  
5 PRESIDENTS OF COLLEGES AND I KNOW THAT THEY WEREN'T DONE IN  
6 THREE MONTHS. NOW, IF THEY'VE ALREADY GOT NAMES AND PEOPLE  
7 THAT THEY ARE LOOKING AT IN THE ALTERNATIVE, SEE, THAT'S MY  
8 CONCERN.

9

10 **DR. THOMAS GARTHWAITE:** WELL, I KNOW THE SEARCH HAS BEEN ACTIVE  
11 BUT THERE ARE REPRESENTATIVES FROM DREW HERE WHO COULD ANSWER  
12 THAT VERY SPECIFICALLY FOR YOU.

13

14 **SUP. BURKE:** OKAY. CAN WE HAVE THEM ANSWER THAT? DO YOU HAVE  
15 ANY PROBLEM WITH THAT, MADAM CHAIR?

16

17 **SUP. MOLINA, CHAIR:** NO, NO PROBLEM. WE HAVE THAT BUT LET'S GO  
18 THROUGH THE REPORT PORTION OF IT FIRST. SUPERVISOR KNABE.

19

20 **SUP. KNABE:** IN LIGHT OF SOME OF THE PROGRESS THAT'S BEEN MADE,  
21 WE STILL HAVE SIGNIFICANT ISSUES. YOU'RE BASICALLY ADVOCATING  
22 FOR A SINGLE C.E.O. KIND OF PERSON OVER BOTH THE SCHOOL AND  
23 THE CENTER?

24

25 **DR. THOMAS GARTHWAITE:** I AM. THAT WAS...



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1

**SUP. KNABE:** I MEAN, AT LEAST TO ME, I MEAN, I WOULD THINK IT  
WOULD REQUIRE TWO SIGNIFICANT DIFFERENT DISCIPLINES, YOU KNOW,  
FROM THE ACADEMIC SIDE AS WELL AS FROM THE ACTUAL PRACTICE  
SIDE. I WOULD HAVE GRAVE CONCERNS OF A SINGLE LEADER.  
PARTICULARLY IN LIGHT OF THE ISSUES THAT WE'RE TRYING TO DEAL  
WITH OUT THERE, THE ISSUES THAT HAVE BEEN PRESENTED BY  
NAVIGANT, THE ISSUES THAT HAVE BEEN PRESENTED BY YOU, THAT I  
THINK THAT WOULD BE A POOR CHOICE AT THIS TIME TO HAVE ONE  
SINGLE PERSON TRYING TO OVERSEE THE OPERATION OF BOTH AS WE  
TRY TO WORK THROUGH BOTH ENTITIES AND THEIR SURVIVAL.

12

**DR. THOMAS GARTHWAITE:** I WOULD JUST OFFER THE CONCEPT THAT  
WHAT I THINK IS NEEDED IS DAY-TO-DAY STRONG LEADERSHIP,  
SOMEONE WHO WILL FORCE THE CONVERSATIONS, MAKE THE TOUGH  
DECISIONS WHEN IT'S A MATTER OF VALUE AND CHOICE, THE HARDER  
DECISIONS. OBVIOUSLY, THERE WOULD NEED TO BE A STRONG CHIEF  
OPERATING OFFICER, DAY-TO-DAY HANDS-ON PERSON AT THE HOSPITAL  
AND THE STEERING COMMITTEE ALSO ENVISIONED A PROVOST OR MAYBE  
IT'S THE DREW BOARD HAS ENVISIONED A PROVOST AND DEAN WHO  
WOULD BE VERY STRONG IN THE OPERATIONS OF THE MEDICAL SCHOOL  
AND THEY HAVE A STRONG DEAN IN THEIR ALLIED HEALTH SCHOOL. SO  
THAT THE ROLE OF THIS INDIVIDUAL WOULD BE TO SET STRATEGIC  
DIRECTION, TO HANDLE THE MYRIAD OF CONFLICTS THAT ARISE ON A



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1 DAY-TO-DAY BASIS AND TO HELP PRIORITIZE THOSE, SOMEONE WHO  
2 COULD EXERT THOSE STRONG LEADERSHIP SKILLS.

3

4 **SUP. KNABE:** BUT ONE CONFLICT'S ACADEMICS. THE OTHER SIDE IS  
5 PATIENT CARE. I MEAN-- AND THAT'S SIGNIFICANTLY DIFFERENT.

6

7 **DR. THOMAS GARTHWAITE:** BUT I THINK BOTH NEED TO BE UNITED IN  
8 THE QUALITY OF CARE AND THE TEACHING OF RESIDENTS FIRST,  
9 RESEARCH SECOND, AS OUR REPORT SORT OF SHOWS-- I THINK POINTS  
10 OUT AND I THINK THAT-- THAT-- HAVING BOTH INSTITUTIONS  
11 ACCOUNTABLE TO THE SAME INDIVIDUAL WHO IS FORCING THAT BALANCE  
12 TO OCCUR AND THOSE PRIORITIES TO OCCUR IS IMPORTANT.

13

14 **SUP. MOLINA, CHAIR:** MR. ANTONOVICH.

15

16 **SUP. ANTONOVICH:** DR. GARTHWAITE, ON MAY 3RD, UCLA HAD WRITTEN  
17 YOU A LETTER REGARDING RESTRUCTURING PROGRAMS TO SIX CORE  
18 PROGRAMS AT M.L.K. HAVE YOU REVIEWED THAT?

19

20 **DR. THOMAS GARTHWAITE:** I THINK DR. DOWELING, WHO IS ON THE  
21 BOARD OF DREW, WROTE A LETTER. I THINK THAT THAT'S A VERY  
22 INTERESTING APPROACH AND I WELCOME THAT DISCUSSION. IN FACT, I  
23 THINK THAT IT'S VERY ENCOURAGING TO SEE THAT COMING FROM THE  
24 DREW BOARD, TO TALK ABOUT FOCUS ON THE CORE PROGRAMS THAT CAN  
25 BE DONE WELL AT KING DREW.



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1

2 **SUP. ANTONOVICH:** RIGHT. AND WHAT IS YOUR POSITION?

3

4 **DR. THOMAS GARTHWAITE:** MY POSITION IS THAT IT'S A SIGNIFICANT  
5 FIRST STEP AND THAT WE NEED TO GET EVERYONE IN THE ROOM AND  
6 SEE HOW THOSE SUGGESTIONS WORK BUT I WOULD AGREE WITH YOU,  
7 IT'S ENCOURAGING.

8

9 **SUP. ANTONOVICH:** WHAT IS THE AVERAGE STAY FOR TREATMENT AND  
10 RELEASE OF PATIENTS AT KING DREW VERSUS THE OTHER HOSPITALS IN  
11 OUR COUNTY SYSTEM?

12

13 **DR. THOMAS GARTHWAITE:** I THINK WE PUT THAT IN-- YOU'RE TALKING  
14 ABOUT IN THE EMERGENCY ROOM OR...?

15

16 **SUP. ANTONOVICH:** NO. THE AVERAGE-- WHY IS IT LONGER-- AT KING  
17 DREW, IT'S 744 MINUTES. AT L.A.C./U.S.C., IT'S 600 MINUTES.  
18 HARBOR-U.C.L.A. IS 508 MINUTES, AND OLIVE VIEW IS 408 MINUTES.  
19 AND THE QUESTION IS, HOW ARE THE OTHER COUNTY HOSPITALS ABLE  
20 TO HAVE AN AVERAGE LENGTH OF STAY AND PATIENT RELEASE LOWER  
21 THAN KING DREW MEDICAL CENTER?

22

23 **DR. THOMAS GARTHWAITE:** I THINK IT'S A COMBINATION OF HOW THEY  
24 MANAGE PATIENTS AND WHAT BEDS ARE AVAILABLE TO TRANSFER  
25 PATIENTS INTO OR, IN THE CASE THAT THEY NEED TO BE TRANSFERRED





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1 OUT OF THE MEDICAL CENTER, THE ABILITY TO TRANSFER PATIENTS  
2 OUT OF THE MEDICAL CENTER. KING DREW DOESN'T OFFER EVERY  
3 SERVICE SO SOME OF THE PATIENTS HAVE TO BE TRANSFERRED TO  
4 ANOTHER HOSPITAL FOR THE SERVICES THEY DON'T OFFER. WE'VE HAD  
5 SIGNIFICANT PROBLEMS RECRUITING NURSES AND KEEPING BOTH  
6 TELEMETRY BEDS AND I.C.U. BEDS OPEN. THAT DELAYS THE ADMISSION  
7 OF PATIENTS AT KING DREW SIGNIFICANTLY. AND, YOU KNOW, I'M  
8 SURE THERE'S SOME OTHER ISSUES. THERE'VE BEEN SOME SUPPORT  
9 ISSUES. WE'VE HAD SIGNIFICANT ISSUES IN ATTRACTING  
10 RADIOLOGISTS. THAT SLOWS DOWN THE PROCESS OF GETTING THE  
11 EVALUATIONS DONE, SO IT'S MULTIFACTORAL.

12

13 **SUP. ANTONOVICH:** DOES U.C.L.A. PLAY A ROLE IN THE DREW  
14 UNIVERSITY UNDERGRADUATE PROGRAM?

15

16 **DR. THOMAS GARTHWAITE:** YEAH, THEY PLAY A VERY STRONG ROLE IN  
17 THE UNDERGRADUATE PROGRAM. IN FACT, THE FIRST TWO YEARS ARE NO  
18 DIFFERENT BETWEEN A U.C.L.A. STUDENT AND A DREW  
19 UNIVERSITY/U.C.L.A. STUDENT.

20

21 **SUP. ANTONOVICH:** DO THEY PLAY A SIGNIFICANT ROLE IN THE DREW  
22 UNIVERSITY'S RESIDENCY PROGRAM?

23

24 **DR. THOMAS GARTHWAITE:** U.C.L.A. DOES NOT PLAY A HIGHLY  
25 SIGNIFICANT ROLE IN THE RESIDENCY PROGRAMS.



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1

2 **SUP. ANTONOVICH:** DOES THE RESIDENCY PROGRAM AT DREW UNIVERSITY  
3 FOLLOW THE SAME STANDARDS OF U.C.L.A. OR U.S.C.?

4

5 **DR. THOMAS GARTHWAITE:** WELL, THEY'RE ALL REQUIRED TO MEET THE  
6 SAME STANDARDS OF AMERICAN COLLEGE-- OR THE ACCREDITATION  
7 COUNCIL AND GRADUATE MEDICAL EDUCATION, A.C.G.M.E., SO BOTH  
8 MUST ADHERE TO THOSE STANDARDS. I THINK, YOU KNOW, OF RECENT--  
9 WE'VE CERTAINLY TALKED ABOUT IT HERE, THE NUMBER OF RECENT  
10 ISSUES AT KING DREW WITH REGARDS TO PASSING THOSE  
11 ACCREDITATION STANDARDS IN CERTAIN OTHER PROGRAMS.

12

13 **SUP. ANTONOVICH:** BUT WHAT CAN BE DONE TO ENSURE THAT THE  
14 U.C.L.A. AND U.S.C. RESIDENCY STANDARDS ARE APPLIED TO DREW  
15 MEDICAL SCHOOL'S RESIDENCY PROGRAMS?

16

17 **DR. THOMAS GARTHWAITE:** I THINK WE DO TRY TO APPLY THE SAME  
18 STANDARDS. I THINK THE ISSUE YOU'RE GETTING AT IS HOW DO WE  
19 ATTRACT THE HIGHEST QUALITY FACULTY? HOW DO WE ASSURE THAT THE  
20 EDUCATION IN EACH OF THE PROGRAMS IS EFFECTIVE SO THAT THE  
21 RESIDENTS DO WELL? AND HOW CAN WE ATTRACT THE BEST RESIDENTS  
22 POSSIBLE TO THE KING DREW PROGRAMS? AND I THINK THAT, YOU  
23 KNOW, WE ARE SUCCESSFUL IN SOME AREAS OF DOING THAT AND NOT  
24 SUCCESSFUL IN OTHERS. AND ONE OF THE ANSWERS, I THINK, IS IN  
25 DR. DOWELING'S LETTER TO THE BOARD WHICH DESCRIBES FOCUS ON



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1 THE PROGRAMS THAT ARE GOING WELL AND ON THE CORE PROGRAMS FOR  
2 THE UNIVERSITY.

3

4 **SUP. ANTONOVICH:** IS THE APTITUDE TEST FOR ADMISSION AT DREW  
5 THE SAME AS U.C.L.A.?

6

7 **DR. THOMAS GARTHWAITE:** WELL, THE TEST-- WELL, THE DATA FROM  
8 WHICH YOU WOULD SELECT RESIDENTS? YOU'RE TALKING ABOUT THE  
9 RESIDENTS? FOR THE KING DREW PROGRAMS, THE DATA IN WHICH YOU  
10 WILL SELECT THOSE RESIDENTS WOULD BE THE SAME AS THEIR TEST  
11 SCORES AND PERFORMANCE IN MEDICAL SCHOOL. I WOULD SAY THAT THE  
12 ABSOLUTE-- THE RESIDENTS AT U.C.L.A. WOULD HAVE RANKED HIGHER  
13 IN THEIR GRADUATING CLASS FOR MEDICAL SCHOOL AND HAVE HIGHER  
14 TEST SCORES, ON AVERAGE, THAN THOSE WHO ARE IN THE KING DREW  
15 PROGRAMS.

16

17 **SUP. ANTONOVICH:** IS ONE OF THE PROBLEMS THAT MANY OF THE  
18 STUDENTS AT DREW MEDICAL SCHOOL ARE FROM FOREIGN SCHOOLS AND  
19 DON'T HAVE THE SAME LEVEL OF EDUCATIONAL BACKGROUND AND  
20 ACHIEVEMENT AS THE U.C.L.A. OR U.S.C. GRADUATE?

21

22 **DR. THOMAS GARTHWAITE:** THERE'S PROBABLY NO QUESTION THAT THERE  
23 ARE MORE GRADUATES OF FOREIGN MEDICAL SCHOOLS IN THE KING DREW  
24 PROGRAMS. I THINK IT'S VERY HARD TO GENERALIZE BECAUSE MANY  
25 FOREIGN GRADUATES-- RESIDENTS FROM FOREIGN MEDICAL SCHOOLS



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1 PERFORM EXCEEDINGLY WELL. BUT THERE ARE CERTAINLY ISSUES TO BE  
2 CAREFUL OF IN TERMS OF THE QUALITY OF THE MEDICAL SCHOOL  
3 EDUCATION DEPENDING ON THE COUNTRY, THE PERFORMANCE ON THE  
4 STANDARDIZED TESTS FOR-- FROM GRADUATES FROM EXTERNAL  
5 COUNTRIES AND OTHER, YOU KNOW, CHALLENGES JUST LIKE CULTURAL  
6 AND LANGUAGE CHALLENGES COMING TO THE UNITED STATES.

7

8 **SUP. ANTONOVICH:** BUT JUST AS THE UNDERGRADUATES, THEIR  
9 PROGRAMS IS REALLY IMPACTED BY U.C.L.A., THEY HAVE AN  
10 INVOLVEMENT, SO YOU HAVE A HIGH STANDARD THERE. BUT IN THE  
11 RESIDENCY PROGRAM, U.C.L.A. IS NOT INVOLVED AND THAT'S WHERE  
12 WE HAVE SOME OF THE MAJOR PROBLEMS. SO WHY CAN'T U.C.L.A. BE  
13 INVOLVED TO MAINTAIN THOSE STANDARDS FOR THE RESIDENCY  
14 PROGRAM?

15

16 **DR. THOMAS GARTHWAITE:** WELL, CERTAINLY BOTH THE UNIVERSITY OF  
17 CALIFORNIA AND U.C.L.A., TO SOME EXTENT, ARE INVOLVED. I  
18 MEAN...

19

20 **SUP. ANTONOVICH:** BUT THEY'RE NOT IN THE RESIDENCY. I JUST  
21 SPENT TWO HOURS WITH THE LEADERSHIP OF U.C.L.A. YESTERDAY. THE  
22 WEEK BEFORE WE SPOKE WITH THE DEAN AT U.S.C. I SPOKE WITH THE  
23 PRESIDENT OF LOMA LINDA AND THIS IS A PROBLEM THAT SCREAMS OUT  
24 FOR ATTENTION.

25



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1    **SUP. YAROSLAVSKY:** WHAT DID THEY TELL YOU WHEN YOU ASKED THEM?  
2    MIKE?

3

4    **SUP. ANTONOVICH:** THE PROBLEM, AND I'LL GO IN EXECUTIVE SESSION  
5    AND TELL THAT TO YOU, IF YOU WANT, BUT THERE ARE SERIOUS  
6    CONCERNS THEY'RE NOT APPLYING THE SAME STANDARDS AND THAT'S  
7    WHERE WE HAVE A PROBLEM AND THAT'S WHY U.C.L.A. CAME OUT, AND  
8    IF YOU WERE GOING TO RETAIN THE SCHOOL AND NOT CLOSE IT,  
9    HAVING A CORE PROGRAM THAT THEY SENT US, THE CORE PROGRAM OF  
10    INTERNAL MEDICINE, PEDIATRIC, SURGERY, PSYCHIATRY, OB/GYN, AND  
11    FAMILY MEDICINE. THAT'S WHAT THEY SHOULD CONCENTRATE ON IF  
12    THEY'RE GOING TO BEGIN TO UPGRADE THEIR STANDARDS.

13

14    **DR. THOMAS GARTHWAITE:** I THINK THE FIRST PARAGRAPH OF THAT  
15    LETTER ALSO DISCUSSES THE FACT THAT U.C.L.A. DOES NOT FEEL  
16    THAT IT COULD EXTEND ITSELF FURTHER TO TAKE ON THIS ADDED  
17    BURDEN AT THIS TIME, WHICH IS THE ANSWER I'VE GOTTEN EACH TIME  
18    I'VE ASKED FOR THEM TO BECOME MORE INVOLVED THAN THEY ARE. I  
19    THINK THEY ARE TRYING TO HELP IN CERTAIN AREAS AND THEY'VE  
20    LOANED PHYSICIANS AND-- LIKE IN ANESTHESIA FOR A YEAR, THEY'VE  
21    DONE SEVERAL THINGS TO TRY TO HELP STABILIZE SOME OF THE  
22    PROGRAMS AT KING DREW BUT, IN TERMS OF WHOLESAL INVOLVEMENT,  
23    WE'VE NOT BEEN ABLE TO GET...

24



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1    **SUP. ANTONOVICH:** WHY IS THE OPERATING ROOM UTILIZATION AT KING  
2    DREW 22% WHEN THE NATIONAL AVERAGE IS 80%?

3

4    **DR. THOMAS GARTHWAITE:** WELL, I THINK THERE ARE MULTIPLE  
5    FACTORS. WE'VE BASICALLY CHANGED ALL THE LEADERSHIP IN THAT  
6    AREA AND I THINK THERE'S BEEN SOME PROGRESS. I DON'T KNOW,  
7    KAE, IF YOU WANT TO SAY ANYTHING IN ADDITIONAL TO THAT.

8

9    **KAE ROBERTSON:** PART OF THE REASON FOR THE LOW SUITE  
10    UTILIZATION HAS BEEN SOME OF THE PRE-SURGERY WORK-UP PROGRAMS,  
11    AS WELL AS THE EFFICIENCY OF THE OPERATING ROOM AND THE ON-  
12    TIME STARTS. AND THAT'S WHAT WE'RE WORKING ON WITH DEVELOPING  
13    POLICIES FOR PHYSICIANS BEING IN THE OPERATING ROOM ON TIME  
14    AND FOR GETTING THE RIGHT EQUIPMENT THERE ON TIME AND THE O.R.  
15    GOVERNANCE COMMITTEE.

16

17    **SUP. ANTONOVICH:** ARE THE ADDITIONAL NAVIGANT NURSES HIRED FOR  
18    THE PSYCHIATRIC WARD CURRENTLY PROVIDING A WALKING THROUGH THE  
19    WARD WORK SCHEDULE OF 24 HOURS, SEVEN DAYS A WEEK?

20

21    **KAE ROBERTSON:** THE NURSES FOR 24/7 ARE IN THE AMENDMENT AND  
22    THEY HAVE-- THE FOUR FOR THE 24/7 HAVE NOT BEEN BROUGHT ON. I  
23    BELIEVE THE AMENDMENT SAYS, ONCE IT'S APPROVED, THEY WOULD BE  
24    BROUGHT ON MAY 15TH.

25





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1   **SUP. ANTONOVICH:** WHY WOULDN'T THEY HAVE BEEN INVOLVED IN THE  
2   ORIGINAL PROPOSAL? BECAUSE THAT WAS A DEFICIENCY THAT HAS BEEN  
3   NOTED.

4

5   **KAE ROBERTSON:** WE HAVE PROVIDED A NURSE FOR PSYCHIATRY BUT  
6   IT'S ONE NURSE, AND NOT 24/7.

7

8   **SUP. ANTONOVICH:** WILL THE COUNTY EMPLOYED HEALTH FACILITY  
9   INSPECTION NURSES WHO ARE CONDUCTING THE HOSPITAL WARD  
10  WALKTHROUGHS REPORT DEFICIENCIES TO NAVIGANT'S CHIEF NURSING  
11  OFFICER BEFORE THEY REPORT IT TO THE COUNTY'S HEALTH  
12  FACILITIES SUPPORT INSPECTION DIVISION? WHAT IS THE PROCESS IN  
13  THAT REPORTING?

14

15  **FRED LEAF:** SUPERVISOR, THE HEALTH FACILITIES NURSES THAT WE  
16  ARE DISCUSSING POTENTIAL EMPLOYMENT WITH WILL BE REPORTING TO  
17  US ON A PART-TIME BASIS. THEY'LL BE EMPLOYED BY THE COUNTY.  
18  THEY WILL NOT BE PERFORMING AS A HEALTH FACILITY EMPLOYEE SO  
19  THEY WILL REPORT TO THE NAVIGANT C.N.O. AND THE NAVIGANT  
20  C.N.O. WILL ESTABLISH THEIR RESPONSIBILITIES WITHIN THE  
21  HOSPITAL AND THEIR ROTATIONS THROUGH THE HOSPITAL.

22

23  **SUP. ANTONOVICH:** AND HOW OFTEN WILL YOU BE REPORTING TO THE  
24  BOARD OF SUPERVISORS THE EVALUATION OF OPERATIONAL  
25  IMPROVEMENTS AT KING DREW?



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1

2 **FRED LEAF:** WE WOULD REPORT TO THE BOARD AS OFTEN AS YOU'D LIKE  
3 BUT AT LEAST WITHIN THE REPORT TIME FRAMES THAT WE CURRENTLY  
4 PROVIDE, WHICH IS THE WEEKLY REPORTS TO THE EXTENT THAT THERE  
5 IS INFORMATION TO PRESENT.

6

7 **SUP. ANTONOVICH:** WILL THE DEPARTMENT EVALUATE NAVIGANT'S  
8 IMPLEMENTATION WORK BEFORE IT IS SENT TO THE BOARD OF  
9 SUPERVISORS?

10

11 **DR. THOMAS GARTHWAITE:** I THINK THE WEEKLY REPORTS, IT WILL BE  
12 DIFFICULT FOR US TO HAVE A FULL EVALUATION OF THOSE. YOU KNOW,  
13 OBVIOUSLY, WE HAVE EXTENSIVE REVIEWS ONGOING OF THE  
14 DELIVERABLES IN THE CONTRACT AND SOME OF THE OTHER TIME FRAMES  
15 INVOLVED. BUT WE'LL CONTINUE TO REPORT QUICKLY AND AS OPENLY  
16 AS POSSIBLE AND THEN IT TAKES TIME, THEN, TO GO BACK TO  
17 VALIDATE SOME OF THAT, SO YOU CAN'T, I THINK, VALIDATE  
18 EVERYTHING OR WE'LL RISK DELAY, WHICH HAS ALSO BEEN A CONCERN  
19 OF THE BOARD.

20

21 **SUP. ANTONOVICH:** WHY WERE OVER 40% OF NAVIGANT'S DELIVERABLES  
22 FOR THE PERIOD ENDING FEBRUARY 28TH NOT COMPLETED?

23



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1   **KAE ROBERTSON:** MY UNDERSTANDING IS THAT THE AUDIT IS ONGOING.  
2   THEY ASKED FOR ADDITIONAL INFORMATION THAT WAS PROVIDED TO  
3   THEM AT THE BEGINNING OF THE WEEK.

4

5   **SUP. ANTONOVICH:** BUT IT DOESN'T SAY THAT. WHY WAS NAVIGANT  
6   STAFF UNABLE TO FOLLOW THROUGH ON THE FULL IMPLEMENTATION OF  
7   THOSE DELIVERABLES THAT WERE DUE ON FEBRUARY 28TH?

8

9   **FRED LEAF:** SUPERVISOR, FOR MOST OF THE DELIVERABLES THAT WERE  
10   NOT FULLY IMPLEMENTED, IT WAS A QUESTION OF COMMUNICATIONS  
11   WITHIN THE RANKS IN MANY CASES. THE RECOMMENDATION WAS  
12   IMPLEMENTED AS TO POLICIES AND PROTOCOLS BUT, WHEN GOING DOWN,  
13   DRILLING DOWN TO THE ORGANIZATION, THE STAFF WERE NOT  
14   NECESSARILY AWARE OF THE NEW PROTOCOLS IN SOME CASES. WE  
15   REPORTED THAT TO NAVIGANT AND, AS INDICATED IN THE REPORT,  
16   NAVIGANT RESPONDED IMMEDIATELY TO ADDRESS THOSE COMMUNICATIONS  
17   ISSUES.

18

19   **SUP. ANTONOVICH:** IS NAVIGANT'S CHIEF NURSING OFFICER AT KING  
20   DREW THERE DURING THE DAY AND NIGHT SHIFT?

21

22   **KAE ROBERTSON:** SHE HAS BEEN THERE EVEN ON WEEKENDS.

23

24   **SUP. ANTONOVICH:** IS SHE ATTENDING CONFERENCES WHEN SHE'S  
25   REQUIRED TO BE AT KING DREW?



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1

2 **KAE ROBERTSON:** SHE ATTENDED THE AMERICAN ORGANIZATION OF NURSE  
3 EXECUTIVES, NOT IN TIME THAT IS BEING CHARGED TO KING DREW BUT  
4 IT WAS ALSO AN IMPORTANT OPPORTUNITY TO LOOK FOR PEOPLE WHO  
5 MIGHT BE INTERESTED IN THE CHIEF NURSING OFFICER. SHE ALSO MET  
6 WITH THE SEARCH FIRM THAT THE COUNTY HAS HIRED.

7

8 **SUP. ANTONOVICH:** WE'VE ASKED FOR A REPORT RELATIVE TO THAT  
9 QUESTION BUT WE NEVER RECEIVED THE...

10

11 **DR. THOMAS GARTHWAITE:** THE QUESTION ABOUT?

12

13 **SUP. ANTONOVICH:** THE CHIEF NURSE BEING THERE DURING DAY AND  
14 NIGHT SHIFTS AND...

15

16 **FRED LEAF:** AS PART OF THE COMPLIANCE REVIEWS THAT ARE GOING  
17 ON, WE'VE INCLUDED THOSE-- THE QUESTIONS, I BELIEVE YOU ASKED  
18 THREE QUESTIONS, ARE INCLUDED IN THOSE REVIEWS AND WE EXPECT  
19 TO HAVE THE ANSWERS TO THOSE WITHIN THE NEXT DAY OR SO.

20

21 **SUP. ANTONOVICH:** AND AGAIN, YOU KNOW, I'VE SAID IN THE PAST,  
22 WE HAVE A CRITICAL ISSUE BEFORE US AND, TO RESOLVE IT, WE'VE  
23 BEEN TRAVELING AT A SNAIL'S PACE, WE REALLY HAVE. WE HAVE NOT  
24 BEEN DEVOTING FULL TIME. SOME HAVE BEEN OUT OF TOWN, SOME HAVE  
25 BEEN DELAYED, DELINQUENT IN THEIR REPORTS, AND, YOU KNOW,



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1 YOU'LL PROBABLY HAVE THE WETLANDS IN THE MOJAVE DESERT BEFORE  
2 WE GET THIS ISSUE RESOLVED. BUT, AGAIN, WHAT WE READ ABOUT IN  
3 THE NEWSPAPER, WHAT WE HEAR FROM THE VARIOUS ISSUES PRESENTED  
4 BEFORE US, WITH INDIVIDUALS TRYING TO MAKE A QUICK PROFIT AT  
5 THE EXPENSE OF THEIR OATH OF OFFICE OF SERVING PEOPLE AND  
6 PROVIDING MEDICAL CARE THERE, THE LACK OF ADMINISTRATION, THE  
7 LACK OF HAVING THE SAME TYPE OF STANDARDS THAT ARE APPLICABLE  
8 TO U.C.L.A. AND U.S.C. BEING APPLIED THERE DIRECTLY IMPACTS  
9 THE PATIENTS WHO ARE BEING SERVED AT THAT FACILITY AND AT THAT  
10 MEDICAL SCHOOL. SO, AGAIN, IT'S A VERY SLOW PACE THAT WE'RE  
11 TRAVELING AND WE HAVE TO BE A LITTLE AGGRESSIVE AND RESOLVE  
12 THE PROBLEM NOW WITHOUT HAVING TO WAIT ANOTHER LIFETIME.

13

14 **DR. THOMAS GARTHWAITE:** WELL, THE ONLY COMMENT I WOULD MAKE IS  
15 THAT I DON'T BELIEVE THAT THE DEPTH OF THE PROBLEMS AT KING  
16 DREW MEDICAL CENTER COULD HAVE OCCURRED OVER A SHORT PERIOD OF  
17 TIME AND EVERYONE I'VE SPOKEN TO WHO IS AN EXPERT IN  
18 HEALTHCARE BELIEVES THAT THIS-- THE FIX, THE TURNAROUND OF AN  
19 INSTITUTION THIS SEVERELY DAMAGED IS IN THE TWO TO FIVE YEAR  
20 RANGE AND I THINK THAT'S CERTAINLY WELCOME YOU TO CONSULT YOUR  
21 OWN EXPERTS AND SEE WHAT KIND OF TIME FRAME ARE GOING TO BE  
22 NECESSARY TO GET THE FULL TURNAROUND.

23

24 **SUP. ANTONOVICH:** BUT DIDN'T WE HAVE DOCTORS INVOLVED IN THE  
25 RESIDENCY PROGRAM WHO WERE REPORTING THAT THEY WERE ON DUTY,



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1 PROVIDING THAT GUIDANCE, THAT LEADERSHIP, THAT DIRECTION TO  
2 THE INTERNS, ONLY TO NOT BE AT THE HOSPITAL?

3

4 **DR. THOMAS GARTHWAITE:** RIGHT. AND WHERE WE'VE BECOME AWARE OF  
5 THOSE, WE'VE INVESTIGATED THOSE AND TAKEN ACTION, IN MOST  
6 CASE, TERMINATION. WE DON'T TOLERATE DISHONESTY.

7

8 **SUP. ANTONOVICH:** WHAT ABOUT THE RESIDENTS WHO WERE IN CHARGE  
9 OF THOSE PATIENTS? MY CONCERN IS, WHAT ABOUT THE PATIENT WHO  
10 IS RECEIVING SUBSTANDARD CARE?

11

12 **DR. THOMAS GARTHWAITE:** BUT-- ALL I CAN-- I WILL SAY THAT WE  
13 HAVE DONE RANDOM AUDITS OF EVIDENCE THAT PHYSICIANS ARE IN A  
14 TIMELY FASHION INVOLVED IN THE CARE OF HOUSE STAFF AND THAT  
15 THE DATA WE HAVE FROM ACROSS OUR SYSTEM, WE DO THESE RANDOM  
16 AUDITS AT ALL OF OUR MEDICAL CENTERS, WE'VE DONE THEM TWICE.  
17 WE'VE SHOWN SIGNIFICANT IMPROVEMENT IN THE DOCUMENTATION OF  
18 STAFF PHYSICIANS BEING INVOLVED IN THE CARE OF PATIENTS AND  
19 SUPERVISING RESIDENTS. KING DOES NOT STAND OUT FROM THE OTHER  
20 FACILITIES IN THOSE AUDITS AT THIS TIME.

21

22 **SUP. ANTONOVICH:** SO YOU'RE SAYING RESIDENTS IN OTHER COUNTY  
23 FACILITIES ARE INVOLVED IN THE TREATMENT OF PATIENTS AND THEIR  
24 PROFESSORS ARE NOT THERE, THEY'RE SOMEPLACE ELSE?

25





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1 **DR. THOMAS GARTHWAITE:** WELL, WHAT I'M SAYING IS THAT I THINK  
2 WE'VE SHOWN DRAMATIC IMPROVEMENT ACROSS THE DEPARTMENT IN THE  
3 SUPERVISION OF RESIDENTS. I'VE BEEN INVOLVED IN RESIDENT  
4 TRAINING FOR MOST OF MY CAREER AND I THINK THIS HAS BEEN A  
5 NATIONAL ISSUE. I THINK WE CAN POINT PROBABLY TO THE FACT THAT  
6 WE'VE MEASURED IT IN TWO TIME FRAMES, WE'VE PUT THE RIGHT  
7 INCENTIVES AND DISINCENTIVES IN PLACE TO REWARD AND TO  
8 PENALIZE STAFF PHYSICIANS FOR NOT SUPERVISING. OUR DATA SHOWS  
9 THAT SUPERVISION HAS DRAMATICALLY IMPROVED. I THINK THE-- THE  
10 MAJOR AREA WE HAVE A WEAKNESS IN DOCUMENTED SUPERVISION IS ON  
11 THE CLINICAL WARDS. IN THE OPERATING ROOM, I THINK WE'RE DOING  
12 QUITE WELL. IN THE PREOPRATIVE EVALUATION AND A WHOLE HOST OF  
13 OTHER AREAS, I THINK WE CAN SHOW YOU VERY GOOD RESULTS. I  
14 THINK WE HAVE A FOCUSED EFFORT RIGHT NOW AT IMPROVING ON THE  
15 WARDS FROM DAY-TO-DAY OPERATIONS.

16

17 **SUP. ANTONOVICH:** BUT A LOT OF THOSE PROBLEMS YOU WERE NOT  
18 AWARE OF PERSONALLY UNTIL YOU READ J.C.A.H.O.'S AND THE C.M.S.  
19 REPORTS ABOUT THE DEPLORABLE CONDITIONS, BE IT THE OPERATING  
20 ROOM, BE IT THE TRAINING PROGRAMS FOR THE NURSES OR THE HEALTH  
21 PROFESSIONALS. THE BOARD DIDN'T KNOW THAT, EITHER, BECAUSE  
22 THAT INFORMATION WASN'T FORTHCOMING FROM THE DEPARTMENT UNTIL  
23 WE READ THOSE DAMNING REPORTS AND, AS A RESULT, THE SCHOOL HAS  
24 LOST ACCREDITATION, THE HOSPITAL HAS LOST ACCREDITATION IN  
25 CRITICAL AREAS. SO, YOU KNOW, YOU PAINT A ROSY PICTURE BUT THE



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1   FACTS DON'T MERIT, YOU KNOW, IT'S MORE OF A PICASSO YOU'RE  
2   PAINTING.

3

4   **DR. THOMAS GARTHWAITE:** WELL, I DON'T THINK I'VE PAINTED A ROSY  
5   PICTURE. I'VE SAID THAT THIS IS A SUBSTANTIVE, ONE OF THE MOST  
6   DIFFICULT TRANSFORMATIONS AND IMPROVEMENTS IN A HOSPITAL  
7   SETTING ANYWHERE IN THE COUNTRY AND PROBABLY IN THE HISTORY OF  
8   THE COUNTRY. IT'S A TWO TO FIVE YEAR PROJECT TO GET A COMPLETE  
9   TURNAROUND OF THE CULTURE AND THE NATURE OF AN ORGANIZATION.  
10   THE QUESTION I WOULD, YOU KNOW, PUT FORWARD IS, IS ARE WE  
11   MAKING PROGRESS? MY ASSESSMENT IS WE'RE MAKING PROGRESS. I  
12   THINK EARLY RETURNS FROM THE HOSPITAL ADVISORY BOARD IS THAT  
13   THEY'RE BEGINNING TO SEE PROGRESS, THEY NEED MORE DATA, THEY  
14   NEED TO GET OUT THERE AND MAKE SOME, YOU KNOW, SOME  
15   WALKAROUNDS AND HEAR MORE REPORTS AND ASK MORE QUESTIONS BUT  
16   THAT'S IN PLACE. I LOOK FORWARD TO HAVING THE LICENSING BOARD,  
17   C.M.S. AND OTHERS COME BACK IN, ESPECIALLY THE PEOPLE WHO HAVE  
18   BEEN THERE BEFORE WHO NOW COME IN AND LOOK AT IT AGAIN,  
19   BECAUSE IT WOULD BE HARD FOR THEM NOT TO SEE THE DRAMATIC  
20   PROGRESS. IT IS NOT A DONE DEAL, IT IS NOT FINISHED, THERE IS  
21   MUCH WORK TO DO.

22

23   **SUP. ANTONOVICH:** THANK YOU.

24

25   **SUP. MOLINA, CHAIR:** SUPERVISOR BURKE.



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1

2 **SUP. BURKE:** THANK YOU VERY MUCH. I WOULD LIKE TO CONTINUE ON  
3 SOME OF THE QUESTIONS IN TERMS OF NAVIGANT. WITH 59% COMPLETE,  
4 DO YOU BELIEVE THAT YOU'RE GOING TO BE ABLE TO COMPLETE ALL OF  
5 THOSE ISSUES THAT WERE RAISED BY THE END OF YOUR PROPOSED  
6 CONTRACT TERM?

7

8 **KAE ROBERTSON:** THE RECOMMENDATIONS THAT WE'VE PUT FORTH IN THE  
9 WORK PLAN ASSOCIATED WITH THOSE GO BEYOND A 12-MONTH PERIOD.  
10 THE INTERIM-- ONLY THE SHORT-TERM URGENT AND INTERMEDIATE  
11 DELIVERABLES OCCUR-- RECOMMENDATIONS ARE TO BE COMPLETED IN  
12 THE 12-MONTH PERIOD.

13

14 **SUP. BURKE:** I KNOW THAT PART OF THE RECOMMENDATIONS THAT YOU  
15 MADE AND THE TASK YOU UNDERTOOK WAS FOR FINDING STAFF AND MY  
16 RECOLLECTION IS THAT, IN MAY, WHICH IS NOW, THAT YOU WERE  
17 GOING TO START RECRUITING. WHERE IS THAT RECRUITING? WHAT'S  
18 THE STATUS OF THAT?

19

20 **KAE ROBERTSON:** IN TERMS OF STAFF, MEANING REGISTERED NURSES  
21 AND LICENSED VOCATIONAL NURSES AND OTHER STAFF, WE'VE BEEN...

22

23 **SUP. BURKE:** WELL, I THINK THERE WAS A WHOLE...

24



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1   **KAE ROBERTSON:** ...ONGOING RECRUITING FOR THOSE. AND THEN, FOR  
2   THE EXECUTIVE STAFF, THOSE RECRUITMENTS WERE PLACED IN MARCH  
3   AND HAVE BEEN UNDERTAKEN, I THINK, WITH TWO DIFFERENT SEARCH  
4   FIRMS AND THERE ARE-- THERE ARE SOME RESUMES THEY'VE RECEIVED  
5   AND THEY'RE DOING THEIR DUE DILIGENCE ON THOSE.

6

7   **SUP. BURKE:** I UNDERSTAND. MR. LEAF?

8

9   **FRED LEAF:** YES, THERE ARE ACTIVE RECRUITMENT EFFORTS BEING  
10  OVERSEEN BY MR. HENRY, DIRECTOR OF HUMAN RESOURCES, FOR THE  
11  C.E.O., C.O.O. AND C.N.O., THOSE ARE THE KEY MANAGEMENT  
12  POSITIONS. AND THEN THERE ARE, AS MISS ROBERTSON MENTIONED,  
13  THERE ARE ONGOING TO STAFF LEVEL FOR NURSING AND OTHER...

14

15  **SUP. BURKE:** HOW IS IT GOING IN TERMS OF THE NURSES? HAVE YOU  
16  BEEN ABLE TO RECRUIT SOME NURSES OR NURSE MANAGERS?

17

18  **FRED LEAF:** WELL, I THINK WE'VE DONE BETTER THAN WE HAVE BEEN  
19  DOING BUT I THINK THE M.O.U. THAT, YOU KNOW, WAS APPROVED NOT  
20  TOO LONG AGO AND THE BONUS THAT WE ADDED FOR KING HAS NOT  
21  REALLY HAD ITS EFFECT YET BUT I BELIEVE WE'LL KNOW THAT IN  
22  ANOTHER 30 DAYS OR SO, I THINK.

23

24  **DR. THOMAS GARTHWAITE:** WE COULD, I THINK, PROVIDE TO YOU. I  
25  GET A WEEKLY FOUR-PAGE REPORT ON THE UPDATE OF THE RECRUITMENT



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1 EFFORTS AND WE'D BE HAPPY TO PROVIDE THAT TO YOUR STAFF. I  
2 THINK WE DO HAVE TO KEEP THAT CONFIDENTIAL BECAUSE OF THE  
3 RECRUITMENT PROCESS AND NOT ADVANTAGING ANY CANDIDATES BUT I  
4 THINK WE COULD EASILY PROVIDE THAT TO YOU. I THINK-- THERE ARE  
5 ACTIVE SEARCHES ONGOING BUT THE DEPTH OF THE CANDIDATE POOL I  
6 WOULD HAVE BE-- MY READING OF THESE REPORTS IS NOT WHAT I  
7 WOULD EXPECT TO SEE. I WOULD EXPECT TO SEE MORE APPLICANTS AND  
8 I'M SURE THAT REFLECTS THE INSTABILITY OF THE ORGANIZATION AND  
9 THE PUBLICITY.

10

11 **SUP. BURKE:** DO YOU THINK THAT YOU WILL BE ABLE TO RECRUIT FOR  
12 THOSE POSITIONS?

13

14 **DR. THOMAS GARTHWAITE:** THE ONLY THING YOU CAN DO IS TO TEST  
15 THE WATERS, YOU HAVE TO GO AGGRESSIVELY. I REALLY DO THINK  
16 SOME STABILITY, SOME PERMANENT LEADERSHIP AT THE TOP OF THE  
17 ORGANIZATIONS COULD BE VERY HELPFUL IN GETTING PEOPLE TO SEE,  
18 "YEAH, I'M NOT JUST GOING TO SOME PLACE THAT'S ABOUT TO CLOSE;  
19 I'M GOING TO SOME PLACE WHERE THERE'S COMMITMENT TO FIX AND  
20 REBUILD AND THERE'S CLEAR LEADERSHIP HEADED IN A DIRECTION TO  
21 DO THAT."

22

23 **SUP. BURKE:** WHAT HAVE BEEN THE IMPEDIMENTS TO MOVING FORWARD  
24 IN TERMS OF THE-- AND CAUSING THE DELAY IN THE DELIVERABLES?

25



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1   **KAE ROBERTSON:** I THINK THE DELAY IN THE DELIVERABLES, THERE  
2   ARE PROBABLY THREE DIFFERENT CATEGORIES. SOME OF THE  
3   DELIVERABLES WERE FACILITY-RELATED AND THAT TOOK LONGER THAN  
4   WE EXPECTED. SOME ARE TECHNOLOGY RELATED, WHICH IS TAKING A  
5   LITTLE LONGER THAN WE EXPECTED AND THEN THE THIRD THING ARE  
6   THOSE THINGS WHICH REQUIRE MASSIVE TRAINING AND COMMUNICATION  
7   AND REEDUCATION WITH ALL OF THE STAFF AT THE FACILITY. I THINK  
8   WE'VE FOUND THAT THERE ARE GREATER TRAINING NEEDS, IT NEEDS TO  
9   BE REPEATED MORE TIMES THAN WE WERE INITIALLY REPEATING IN  
10   ORDER FOR ALL TRAINING TO STICK AND FOR REMEDIATION TO OCCUR.  
11   I THINK THAT'S WHAT MR. LEAF WAS SAYING EARLIER IS THAT, IN  
12   LOOKING AT SOME OF THE AREAS WHERE THE DELIVERABLES AREN'T  
13   COMPLETED, THEY ARE COMPLETED EXCEPT FOR THE FULL LEVEL OF ALL  
14   STAFF ADHERING TO A POLICY OR UNDERSTANDING A RESTRUCTURING,  
15   SO THAT THERE IS NOT COMPLETE TRAINING AT THE STAFF LEVEL YET  
16   AND THAT'S THE PART THAT WE'RE STILL WORKING ON.

17

18   **SUP. BURKE:** I'D LIKE TO GET BACK TO THIS SCHEDULING OF THE  
19   OPERATING ROOMS AND THE DIFFERENCE IN THE 80% AND THE 22. I,  
20   FRANKLY, DON'T EVEN UNDERSTAND. I WAS NOT AWARE, FOR INSTANCE,  
21   WHEN YOU BROUGHT UP THE ISSUE IN TERMS OF SCHEDULING  
22   APPOINTMENTS IN THE HOSPITAL THAT-- THE DIFFERENCE BETWEEN  
23   HAVING IT-- ALL OF THEM AT ONE TIME OR HAVING THEM AT  
24   DIFFERENT TIMES DURING THE DAY, AND I GUESS I'D WANT TO GET  
25   SOME UNDERSTANDING. OPERATING ROOMS, WHO SCHEDULES THOSE AND





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1 HOW DO YOU DETERMINE HOW THE UTILIZATION OF THE OPERATING ROOM  
2 TAKES PLACE? BECAUSE I REALLY CAN'T UNDERSTAND. IT'S JUST A  
3 NUMBER THROWN OUT, 80% THAT'S USUALLY UTILIZED AND 22% AT  
4 KING. I'D LIKE TO REALLY UNDERSTAND HOW THE SCHEDULING TAKES  
5 PLACE AND WHAT WOULD CAUSE A LACK OF SCHEDULING IN TERMS OF  
6 OPERATION.

7

8 **KAE ROBERTSON:** THE WAY THAT THE SCHEDULE IS PREPARED IS THAT A  
9 SURGEON IS GIVEN A BLOCK OF TIME. HIS OFFICE OR HIS CLINIC  
10 WILL SCHEDULE PATIENTS INTO THOSE BLOCKS. THEY NEED TO GO  
11 THROUGH AND HAVE A WORK-UP IN ADVANCE TO PREPARE THEM FOR  
12 SURGERY, MAKING SURE ALL THE TESTS ARE DONE, ALL OF THE  
13 UNDERSTANDING OF THEIR MEDICAL HISTORY OR ALLERGIES IS  
14 COMPLETED AND WE END UP, IN SOME CASES, WITH PATIENTS WHO  
15 DON'T SHOW, SOME PATIENTS WHO DON'T GO THROUGH THE PREPARATION  
16 OR, AFTER THEIR WORK-UP, IT'S FOUND THAT THEY HAVE A NEED FOR  
17 ANOTHER TEST AND SO THEY CAN'T HAVE THEIR SURGERY DONE AS  
18 EXPECTED. AND, AS A RESULT, THE TIME WAS SET ASIDE FOR A  
19 PATIENT AND THEN IT'S NOT USED. WE TRY TO FILL IN THAT TIME.  
20 SO WHAT'S HAPPENED NOW IS THAT WE'VE SET UP A NEW POLICY ON  
21 BLOCK SCHEDULING, WE'RE MONITORING IT ON A MONTHLY BASIS,  
22 CHANGING THE BLOCKS AVAILABLE TO PHYSICIANS AND LEAVING MORE  
23 TIME AVAILABLE FOR ADDING PATIENTS IN WHO COULD BE FIT INTO  
24 THOSE SLOTS THAT WERE EITHER AVAILABLE BEFORE FOR PATIENTS WHO  
25 WEREN'T PREPARED OR PATIENTS WHO DIDN'T SHOW UP AND, THAT WAY,



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1 BY PUTTING IN THOSE PATIENTS ON A MORE EMERGENT BASIS, WE'LL  
2 BE ABLE TO FILL UP THE TIME.

3

4 **SUP. BURKE:** YOU KNOW, I SUSPECT THAT THE PATIENT PROFILE IS  
5 QUITE SIMILAR AT KING AS, FOR INSTANCE, AT U.S.C. WHAT HAPPENS  
6 IN TERMS OF THE UTILIZATION OF THOSE OPERATING ROOMS? DO THEY  
7 HAVE A HIGHER PERCENTAGE?

8

9 **FRED LEAF:** YES. THEY'RE AT THE HIGH 70S, LIKE, I KNOW, OLIVE  
10 VIEW IS UP AROUND 78%.

11

12 **SUP. BURKE:** AND HOW DID THEY-- ARE WE NOW INSTITUTING THE  
13 METHODS THAT THEY DO IN TERMS OF SCHEDULING AND MAKING SURE  
14 PEOPLE KEEP THEIR APPOINTMENTS?

15

16 **DR. THOMAS GARTHWAITE:** RIGHT. WE'RE ABSOLUTELY TRYING TO MOVE  
17 THOSE TECHNIQUES AROUND THE SYSTEM. YOU KNOW, L.A. COUNTY  
18 U.S.C. HAS SO MANY EMERGENCIES, THEY HAVE NO PROBLEM UTILIZING  
19 EVERY MINUTE OF O.R. TIME WHERE THEY HAVE THE OPERATING STAFF  
20 AND THE ANESTHESIOLOGY STAFF. THE BIGGEST PROBLEM FOR THEM IS  
21 TO HAVE SCHEDULED OPERATIONS. I THINK KAE HIT THE NAIL ON THE  
22 HEAD. I MEAN, BASICALLY, IT'S THE COORDINATION OF GETTING THE  
23 ANESTHESIOLOGIST, THE PATIENT, THE SURGEON, THE OPERATING ROOM  
24 TEAM ALL THERE READY FOR SURGERY EXACTLY AT THE RIGHT TIME. SO  
25 IT REQUIRES THE PATIENT GETTING THERE ON TIME BUT IT REQUIRES



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1 ALL THE TESTS BEING DONE IN ADVANCE SO THAT THERE ARE NO LAST-  
2 MINUTE CHANGES THAT WOULD CANCEL A SURGERY.

3

4 **SUP. BURKE:** I DO THINK THAT THIS IS SOMETHING THAT WE'D LIKE  
5 TO GET AN UPDATE ON THIS TO FIND OUT IF SOME OF THESE THINGS  
6 REALLY WORK AND IF THEY'VE BEEN INSTITUTED SO THAT WE CAN TELL  
7 WHETHER OR NOT IT'S BEING UTILIZED BECAUSE I GET COMPLAINTS  
8 ABOUT PEOPLE HAVING TO WAIT SO LONG FOR ANY SURGERIES.

9

10 **DR. THOMAS GARTHWAITE:** RIGHT. DURING MY ROUNDS, I'VE GONE TO  
11 THE OPERATING ROOM ON SURPRISE VISITS THREE OR FOUR TIMES, I  
12 HAVE MET WITH DEPARTMENT CHAIRS IN SURGERY AND TOLD THEM THAT  
13 I SEE THIS AS ONE OF THE HIGHEST PRIORITIES THEY HAVE TO FIX.  
14 I THINK THEY'RE ENCOURAGED THAT THEY'RE TAKING THE STEPS THAT  
15 ARE NECESSARY TO FIX THAT AND THAT WILL SHOW IMPROVEMENT IN  
16 THE NEXT MONTH OR SO.

17

18 **KAE ROBERTSON:** ALTHOUGH, TO BE CLEAR, THERE IS AN O.R.  
19 RENOVATION THAT NEEDS TO OCCUR BASED ON SOME FACILITY ISSUES  
20 AND SO THAT IS SCHEDULED FOR JUNE, SO WE'RE TRYING TO MANAGE  
21 BOTH THE UTILIZATION AND THE FACILITY RENOVATION AT THE SAME  
22 TIME. SO I THINK THE LONGER-TERM FIX WILL OCCUR ONCE THAT  
23 RENOVATION IS COMPLETED.

24



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1   **SUP. BURKE:** HAS THERE BEEN APPOINTED AN INTERIM CHAIR OF  
2   ANESTHESIOLOGY? I READ WHERE THE PERSON WHO, I GUESS THERE WAS  
3   A GREAT DEAL OF DISCUSSION ABOUT-- IN TERMS OF HIS ROLE IN ONE  
4   OF THESE CASES THAT WE HAD, HAD BEEN RETURNED TO U.C.L.A. HAS  
5   THAT POSITION BEEN FILLED?

6

7   **DR. THOMAS GARTHWAITE:** MY UNDERSTANDING IS THAT NOW IT'S HIS  
8   INTENT TO RETURN TO U.C.L.A. THAT WAS JUST RECENTLY AND WE DO  
9   NOT HAVE, TO MY KNOWLEDGE, A REPLACEMENT IDENTIFIED.

10

11   **SUP. BURKE:** WHO HAS THE RESPONSIBILITY OF HIRING OR-- EITHER  
12   TO GET ANOTHER PERSON FROM U.C.L.A. TO TAKE HIS PLACE OR TO  
13   HIRE A PERSON?

14

15   **DR. THOMAS GARTHWAITE:** CHIEF MEDICAL OFFICER AND THE C.E.O. AT  
16   KING DREW WOULD BE THE PRIMARY INDIVIDUALS, WITH COOPERATION  
17   AND COLLABORATION FROM DREW.

18

19   **SUP. BURKE:** AND THAT'S MOVING ON?

20

21   **KAE ROBERTSON:** WE JUST RECEIVED HIS NOTICE THAT HE WOULD NOT  
22   BE EXTENDING HIS CONTRACT IN THE PAST WEEK. WE'VE STARTED THE  
23   PROCESS.

24



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1   **FRED LEAF:** BUT I BELIEVE HE ALSO INDICATED THAT HE WILL-- THAT  
2   WILL-- HE WILL EXIT IN JULY.

3

4   **SUP. BURKE:** SO HE WILL WORK UNTIL A REPLACEMENT IS FOUND?

5

6   **FRED LEAF:** WELL, AT LEAST UNTIL JULY.

7

8   **DR. THOMAS GARTHWAITE:** UNTIL JULY.

9

10   **SUP. BURKE:** AND, BY AUGUST, THEN, YOU INTEND TO GET A COUNTY  
11   ASSOCIATE MEDICAL DIRECTOR, IS THAT CORRECT ALSO?

12

13   **FRED LEAF:** YES.

14

15   **SUP. BURKE:** AND HOW IS THAT GOING?

16

17   **KAE ROBERTSON:** THE ASSOCIATE MEDICAL DIRECTOR FOR KING DREW?

18

19   **SUP. BURKE:** YES.

20

21   **FRED LEAF:** YES, THAT'S THE ADDITIONAL ITEM THAT WAS  
22   RECOMMENDED BY NAVIGANT.

23

24   **KAE ROBERTSON:** RIGHT. I JUST HAVEN'T SEEN ANY OF THE  
25   APPLICANTS AT THIS POINT.



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1

2 **FRED LEAF:** RIGHT. YES. CORRECT. WE HAVEN'T SEEN THE APPLICANTS  
3 YET FOR THAT POSITION.

4

5 **SUP. BURKE:** WOULD YOU LET ME KNOW WHEN YOU THINK IT WOULD BE  
6 APPROPRIATE FOR THE PEOPLE FROM DREW TO RESPOND?

7

8 **SUP. MOLINA, CHAIR:** NOT ALL THE MEMBERS HAVE FINISHED.  
9 SUPERVISOR YAROSLAVSKY.

10

11 **SUP. YAROSLAVSKY:** DR. GARTHWAITE, YOU HAVE NOT REALLY BEEN  
12 ASKED, NOR HAVE YOU DETAILED OR DISCUSSED THE FIRST PART OF  
13 YOUR REPORT, WHICH IS THE PACE OF REFORM AND WHAT HAPPENS, YOU  
14 KNOW, DOWN THE LINE. WHAT IS YOUR TIME LINE? HOW LONG DO YOU  
15 THINK WE SHOULD WAIT COLLECTIVELY AS A COUNTY TO SEE  
16 QUALITATIVE IMPROVEMENTS SUFFICIENT TO DETERMINE OR TO--  
17 SUFFICIENT TO CONCLUDE THAT THE CORNER HAS BEEN TURNED? HOW  
18 LONG?

19

20 **DR. THOMAS GARTHWAITE:** WELL, I THINK THERE'S SEVERAL OBJECTIVE  
21 ASSESSMENTS THAT WILL BE COMING ALONG, IN ADDITION TO OUR  
22 VERIFICATION OF WHAT DREW-- WHAT NAVIGANT IS DOING, IN  
23 ADDITION TO THE QUALITY REVIEWS WE'RE DOING INTERNALLY, IN  
24 ADDITION TO THE QUALITY COMMITTEE OF THE HOSPITAL ADVISORY  
25 BOARD THAT HAS NOW BEEN FORMED AND IS CHAIRED BY ONE OF THE





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1   PREEMINENT PHYSICIANS IN HEALTHCARE QUALITY, KEN KAISER, WHO  
2   RUNS THE NATIONAL QUALITY FORUM, A NATIONAL BODY THAT SETS  
3   STANDARDS FOR MEASURING QUALITY IN HEALTHCARE. YOU HAVE ALL  
4   THOSE PIECES IN PLACE TO START TO GIVE YOU OBJECTIVE  
5   ASSESSMENTS. IN ADDITION TO THAT, WE ANTICIPATE C.M.S. WILL  
6   COME OUT TO VERIFY THE THINGS THAT WE REPORT BACK TO THEM  
7   THURSDAY, I THINK THE REPORT'S DUE, POTENTIALLY, YOU KNOW,  
8   STATE LICENSING OR OTHERS MIGHT COME BACK WITH OR WITH-- AT  
9   THE SAME TIME THEY COME BACK. WE HAVE SCHEDULED MOCK REVIEWS  
10   BY OUTSIDE FIRMS FOR JOINT COMMISSION READINESS. SO YOU HAVE  
11   ALL THESE OBJECTIVE MEASURES IN ADDITION TO WHAT WE'RE DOING  
12   INTERNALLY TO GIVE YOU THAT ASSURANCE, SO THAT'S OVER THE NEXT  
13   120 DAYS.

14

15   **SUP. YAROSLAVSKY:** THAT PUTS IT IN AUGUST OR SEPTEMBER?

16

17   **DR. THOMAS GARTHWAITE:** AUGUST, END OF AUGUST.

18

19   **SUP. YAROSLAVSKY:** AUGUST. AND IF ALL OF THESE-- MOST OR ALL OF  
20   THESE TURN OUT NEGATIVE, NOT THAT WE WANT TO EXPECT IT BUT I  
21   ALWAYS THINK WORST-CASE SCENARIO, THEN WHAT WOULD BE YOUR  
22   BACKUP PLAN? WHAT WOULD YOU BE RECOMMENDING TO US AT THAT  
23   POINT?

24



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1 **DR. THOMAS GARTHWAITE:** WELL, AT THE SAME TIME THAT WE'RE GOING  
2 FULL BORE HERE, WE WILL ENTERTAIN A PLANNING METHOD TO LOOK AT  
3 OTHER MODELS, A NON-TEACHING HOSPITAL MODEL, YOU KNOW, THERE'S  
4 A POTENTIAL, I THINK, THAT-- FOR A MOTION TODAY, FOR EVEN AN  
5 OUTSIDE CONTRACTING MODEL. WE HAVE AN OPEN MIND AS TO HOW WE  
6 CAN BEST PROVIDE SERVICES IN THAT AREA IN A DIFFERENT MODEL  
7 SHOULD THE TRANSFORMATION OF THE INSTITUTION AND REBUILDING OF  
8 THE INSTITUTION NOT PROGRESS AS RAPIDLY AS WE ALL HOPE. SO WE  
9 OUTLINED IN OUR REPORT SOME OF THE THINGS WE WILL BE  
10 UNDERTAKEN SIMULTANEOUS TO, YOU KNOW, ALL THE EFFORTS THAT ARE  
11 ONGOING TO TRY TO FIX IT IN PLACE.

12

13 **SUP. YAROSLAVSKY:** LET ME ASK MS. ROBERTSON, IN YOUR OWN WORDS,  
14 WHAT IS YOUR ASSESSMENT OF WHERE YOU ARE? WHEN DID YOU START?  
15 DECEMBER?

16

17 **KAE ROBERTSON:** NOVEMBER 1ST, WE STARTED.

18

19 **SUP. YAROSLAVSKY:** NOVEMBER 1ST. SO IT'S BEEN SIX MONTHS?

20

21 **KAE ROBERTSON:** RIGHT.

22

23 **SUP. YAROSLAVSKY:** SO YOU'RE HALFWAY THROUGH YOUR CONTRACT. CAN  
24 YOU DESCRIBE YOUR STATE OF MIND AS TO WHERE WE ARE, WHERE YOU  
25 ARE?



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1

**KAE ROBERTSON:** WELL, I'LL START BY SAYING THAT, WHEN WE ENTERED THE CONTRACT, WE CERTAINLY HAD BACKGROUND INFORMATION BUT WHAT WE FOUND WAS FAR MORE BROKEN THAN ANYTHING WE EVER EXPECTED TO FIND. IT'S PROBABLY-- IF YOU'VE EVER DONE A CONSTRUCTION PROJECT, IT'S LIKE A CONSTRUCTION PROJECT. YOU PULL UP THE FLOOR BOARDS AND YOU FIND MORE ROT, MORE MILDEW, MORE NEED FOR RENOVATION, WIRING ISSUES, PLUMBING ISSUES. WE HAVE REALLY FOUND MORE THAN WE EVER EXPECTED IN TERMS OF PROBLEMS AND WE MADE A THOUSAND RECOMMENDATIONS AT THE CONCLUSION OF OUR ASSESSMENT. EVERY DAY WE'RE THERE, WE FIND ADDITIONAL ISSUES TO ADD RECOMMENDATIONS AND TO FIND ADDITIONAL WORK STEPS THAT NEED TO BE COMPLETED IN ORDER TO HAVE THE QUALITY TURNAROUND. I AM PLEASED WITH WHERE WE ARE BUT I WOULD LIKE US TO BE FURTHER AHEAD AND BE ABLE TO HAVE MORE TO REPORT IN TERMS OF THE QUALITY TURNAROUND BUT, GIVEN THE DEPTH OF PROBLEMS THAT WE'VE CONTINUED TO FIND AND THE NUMBER OF ISSUES THAT ARE THERE, I AM PLEASED WITH WHERE WE ARE.

20

**SUP. YAROSLAVSKY:** WHY ARE YOU PLEASED? JUST QUANTIFY, JUST DESCRIBE TO ME WHY WE SHOULD BE PLEASED.

23

**KAE ROBERTSON:** OUR FOCUS IS ON THE BASICS. WE DO NOW HAVE NURSES WITH LICENSES. WHEN WE ARRIVED, NOT EVERY NURSE HAD A



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1 LICENSE. WE NOW HAVE NURSES WHO HAVE ALL THE BASIC ADVANCED  
2 CARDIAC LIFE SUPPORT TRAINING. THEY HAVE THE BASIC CARDIAC  
3 LIFE SUPPORT TRAINING. WE HAVE DEVELOPED POLICIES FOR RESPONSE  
4 TO CODE BLUE. SO WE'RE VERY FOCUSED ON THE BASICS AND WE HAVE  
5 NOW STARTED TO SEE THE IMPROVEMENT IN THOSE. IN THE REPORT WE  
6 PROVIDED YOU THIS TIME, WE WENT THROUGH THE AUDIT OF RESPONSES  
7 FOR ALL THE DIFFERENT TYPES OF CODES, FROM CODE BLUE TO CODE  
8 PINK TO CODE PURPLE AND THOSE RESPONSE TIMES ARE IMPROVED. WE  
9 HAVE 85% ON-TIME RESPONSE NOW. WE EXPECT TO SEE THOSE NUMBERS  
10 CONTINUING. THE BASICS OF BEING ABLE TO GET A PHYSICIAN TO  
11 COME WHEN THERE IS A PATIENT WHO'S ILL, WE'VE REVISED THE ON-  
12 CALL SCHEDULES, WE'VE DONE AUDITING AND TESTING OF THOSE. WHEN  
13 WE FIRST ARRIVED, NURSES DIDN'T KNOW HOW TO USE THE ON-CALL  
14 SCHEDULES. IT WAS A COMPLEX AND DIFFICULT SCHEDULE TO READ AND  
15 IT WAS NOT UPDATED DAILY, SO THE WRONG PHYSICIAN'S NAME MIGHT  
16 BE ON THERE. WE NOW HAVE ON-CALL SCHEDULES WITH THE RIGHT  
17 PHYSICIAN, THE RIGHT BEEPER NUMBER, THE RIGHT PHONE NUMBER,  
18 THE RIGHT ON-CALL ROOM, THE NURSES KNOW HOW TO USE IT AND  
19 WE'RE NOW AUDITING THAT AND SEEING IMPROVEMENT IN PHYSICIAN  
20 RESPONSE. I'M ALSO VERY, VERY ENCOURAGED BY THE BEGINNING OF A  
21 ESPRIT DE CORPS IN THE PHYSICIAN STAFF IN WANTING TO REALLY  
22 TAKE OWNERSHIP FOR GETTING A TURNAROUND AND I KNOW THAT THERE  
23 ARE MANY ISSUES THAT HAVE BEEN IN THE PAPER AROUND THE  
24 PHYSICIAN STAFF. SOME OF THOSE ARE ONGOING, OUTSTANDING,  
25 PRIOR-YEAR ISSUES. SOME ARE MORE CURRENT ISSUES BUT THE CHANGE



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1 I'M SEEING IS THAT THE PHYSICIAN LEADERSHIP IS REALLY STARTING  
2 TO STEP UP TO THE PLATE. AND I WAS THERE WITH SUPERVISOR  
3 MOLINA DURING A MEETING WITH THE CHAIRMAN OF MEDICINE AND HE  
4 IS TAKING A LOT OF ACCOUNTABILITY FOR THE RESPONSIBILITY OF  
5 SUPERVISING HIS DEPARTMENT AND HIS CHAIRS. HE, YOU KNOW, IS--  
6 CERTAINLY HAS THE LARGEST DEPARTMENT, UNDERSTANDS HE NEEDS TO  
7 EXERT THE MOST LEADERSHIP AND I SEE HIM, YOU KNOW, JOINING THE  
8 TEAM AND STEPPING UP TO THE PLATE TO DO THAT. HE SPENDS  
9 WEEKEND HOURS IN THERE, HE'S THERE LATE. I GUESS I'M FEELING  
10 ENCOURAGED BECAUSE I FEEL THE TEAM STARTING TO GEL FOR THE  
11 SAME GOALS.

12

13 **SUP. YAROSLAVSKY:** MADAM CHAIR, I JUST WANT TO MAKE A COUPLE OF  
14 COMMENTS. AND I ASSUME WE'RE GOING TO HAVE A PUBLIC HEARING  
15 AFTER THE BOARD FINISHES THIS DELIBERATION.

16

17 **SUP. MOLINA, CHAIR:** I HAVEN'T ASKED MY QUESTIONS YET.

18

19 **SUP. YAROSLAVSKY:** I KNOW BUT I SAID AFTER THE BOARD FINISHES.  
20 I JUST-- WELL, MAYBE I'LL RESERVE MY COMMENTS UNTIL AFTER THE  
21 PUBLIC HEARING BUT THE LAST QUESTION I HAVE OF MISS ROBERTSON,  
22 ARE YOU SATISFIED THAT YOU HAVE NAVIGANT'S BEST TEAM, BEST  
23 PERSONNEL ON SCENE NOW AT-- WITH THE KING HOSPITAL?

24



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1   **KAE ROBERTSON:** YES, I AM. IN FACT, I, AS YOU KNOW, MADE A  
2   CHANGE IN C.E.O. AND C.N.O. TO BETTER MATCH THE PACE THAT WE  
3   WERE AT AND THE PLACE WE WERE AT IN THE QUALITY TRANSFORMATION  
4   HERE. I THINK I HAVE THE RIGHT TEAM AND I HAVE FULL COMMITMENT  
5   OF BOTH THE C.E.O. OF THE COMPANY OUTSIDE OF HEALTHCARE AND  
6   THE C.E.O. FOR HEALTHCARE PART OF NAVIGANT TO BRING WHICHEVER  
7   TEAM MEMBER WE NEED. THIS IS A VERY CRITICAL ENGAGEMENT FROM  
8   OUR PERSPECTIVE. WE INTEND TO DO A GOOD JOB, WE'RE VERY  
9   COMMITTED TO A POSITIVE OUTCOME.

10

11   **SUP. YAROSLAVSKY:** DR. GARTHWAITE, ON THE ISSUE OF THE  
12   UNIVERSITY, YOUR REPORT SUGGESTS THAT YOU WERE ENCOURAGING--  
13   YOU WERE SUPPORTIVE OF THE ONE C.E.O. MODEL OVER BOTH. I HAVE  
14   REAL PROBLEMS WITH THAT FOR A VARIETY OF REASONS. ONE IS I'M  
15   NOT SURE, BECAUSE OF THE CONFLICTS BETWEEN THE TWO  
16   INSTITUTIONS, THAT IT IS A JOB THAT IT COULD BE DONE. THE TWO  
17   INSTITUTIONS HAVE SOMETIMES DIAMETRICALLY OPPOSITE POINTS--  
18   OPPOSITE SETS OF INTERESTS AND, SECONDLY, IF WE DO ENDORSE  
19   THAT-- THAT POSITION, THEN WE ARE MARRYING OURSELVES NOW TO A  
20   RELATIONSHIP WITH DREW UNIVERSITY FOR AN EXTENDED PERIOD OF  
21   TIME, SOMETHING THAT AT LEAST THIS SUPERVISOR IS NOT PREPARED  
22   TO DO AND I WAS RETICENT TO DO IT WHEN WE EXTENDED THE  
23   CONTRACT, AS YOU'LL RECALL. BUT CERTAINLY NOT PREPARED TO HIRE  
24   SOMEBODY TO PUT OVER BOTH OF THEM ONLY TO BREAK IT UP IN A FEW  
25   MONTHS OR A YEAR OR WHENEVER THE CONTRACT IS UP. AND THAT IS A





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1 CONCERN TO ME. THERE ARE INSTITUTIONS IN OUR COMMUNITY,  
2 ACADEMIC INSTITUTIONS WHICH WANT US TO KEEP DREW IN OPERATION.  
3 I DON'T THINK ANYBODY WANTS TO BLOW DREW UP FOR THE SAKE OF  
4 BLOWING IT UP. THAT'S NOBODY'S INTENT. BUT THERE ARE PEOPLE  
5 WHO, INCLUDING SOME OF MY FAVORITE ACADEMIC INSTITUTIONS, WHO  
6 URGE THAT WE KEEP IT GOING ALMOST AT ANY COST. OF COURSE, THEY  
7 DON'T BEAR ANY OF THE COST, EITHER THE FINANCIAL COST OR THE  
8 INTELLECTUAL RESOURCE COST THAT-- HOW MUCH IT SUCKS OUT OF OUR  
9 ORGANIZATION JUST TO DEAL WITH IT UNDER THE CURRENT SITUATION  
10 AND I GUESS WHAT I'M ASKING IS, DO YOU BELIEVE THAT, ABSENT A  
11 MODEL WHERE YOU HAVE THE C.E.O. OVER BOTH THE HOSPITAL AND THE  
12 UNIVERSITY, THAT THERE IS A METHODOLOGY BY-- OR AN  
13 ADMINISTRATIVE STRUCTURE BY WHICH YOU COULD KEEP THE  
14 UNIVERSITY GOING UNTIL AUGUST OR UNTIL YOU MAKE A  
15 DETERMINATION TO EITHER FISH OR CUT BAIT, ABSENT THAT KIND OF  
16 A STRUCTURE?

17

18 **DR. THOMAS GARTHWAITE:** MY BIGGEST CONCERN IS THAT, TO DO A  
19 RECRUIT FOR TWO PEOPLE, A C.E.O. FOR THE HOSP-- MEDICAL CENTER  
20 AND PRESIDENT OF THE UNIVERSITY AND TO DO THAT IN THE TIME  
21 FRAME THAT'S CRITICAL FOR RECRUITMENT, YOU KNOW, EVERYTHING  
22 HERE IS REALLY NEEDS TO BE ACCELERATED AND SOME STABILIZATION,  
23 TO THE EXTENT THAT THAT CAN BE DONE, AND SOME, YOU KNOW,  
24 NAMING OF SOME KEY CHAIRS AND DEPARTMENT CHAIRS AND LEADERSHIP  
25 THERE IS NECESSARY TO GET MOMENTUM IN A DIFFERENT DIRECTION,



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1 IN A POSITIVE DIRECTION. AND SO THAT'S WHAT'S MADE ME  
2 ENTHUSIASTIC. AND I KNOW THAT THE BOARD OF TRUSTEES AT DREW  
3 HAVE CONTACTED MANY INDIVIDUALS WHO COULD FUNCTION AT THE  
4 LEVEL OF PRESIDENT OF DREW AND MY UNDERSTANDING IS WHAT A LOT  
5 OF THEM SAID IS WHAT'S DIFFERENT? WHY WILL I BE SUCCESSFUL  
6 WHEN OTHERS HAVE FAILED? WHAT STRUCTURALLY IS DIFFERENT THAT  
7 WILL GET AWAY FROM THE, YOU KNOW, THE BUCK STOPS HERE, YOU  
8 KNOW, EVERYONE POINTING AT SOMEONE ELSE? WELL, THAT HAS SORT  
9 OF PLAGUED THE CAMPUS FOR MANY OF ITS YEARS. THERE NEEDS TO BE  
10 SOME SINGLE ACCOUNTABLE ENTITY AND MY UNDERSTANDING IS THERE  
11 ARE SOME PEOPLE, SOME INDIVIDUALS WHO WOULD, UNDER THOSE  
12 CIRCUMSTANCES, CONSIDER TAKING US ON, REGARDLESS OF HOW  
13 CHALLENGING AND HOW TROUBLED AND-- BUT-- THAT BELIEVE STRONGLY  
14 ENOUGH TO TAKE IT ON UNDER THOSE CIRCUMSTANCES.

15

16 **SUP. YAROSLAVSKY:** THE QUESTION FOR ME IS, IS IT IN THE BEST  
17 INTERESTS OF THE COUNTY TO DO THAT? THAT'S REALLY THE ONLY-- I  
18 LOVE THE SCHOOL, I'D LOVE THE SCHOOL TO SUCCEED BUT THE SCHOOL  
19 IS NOT MY RESPONSIBILITY; THE HOSPITAL IS.

20

21 **DR. THOMAS GARTHWAITE:** RIGHT. BUT RECRUITING A NEW CHAIR OF  
22 SURGERY, RECRUITING A-- YOU KNOW, OUR CHAIR OF SURGERY NOW IS  
23 A UROLOGIST THOUGH HE'S TRAINING IN GENERAL SURGERY. WE DON'T  
24 HAVE A GENERAL SURGEON LEADERSHIP THAT WE NEED. RECRUITING A  
25 NEW CHAIR OF PSYCHIATRY, WE DESPERATELY NEED THAT. I MEAN,



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1 MENTAL HEALTH ISSUES ARE HUGE AT KING DREW. WE HAVE  
2 INDIVIDUALS, I THINK, WHO ARE WILLING TO LOOK AT THIS BUT THEY  
3 WANT TO BE PART-- THEY WANT TO KNOW THAT THERE'S SOME  
4 COMMITMENT FORWARD AND IT'S, YOU KNOW, I'VE INTERVIEWED SOME  
5 OF THESE FOLKS AND THEY WOULD BE TREMENDOUS IMPROVEMENTS AND,  
6 I THINK, OUTSTANDING LEADERS. I KNOW THAT NAVIGANT NURSES IN  
7 PSYCHIATRY ARE ENTHUSIASTIC ABOUT SOME OF THE PEOPLE WE'VE  
8 INTERVIEWED BUT TRYING TO GET THEM TO COMMIT TO A FACILITY  
9 THAT DOESN'T EVEN-- THAT'S NOT STABLE AT THE TOP IS VERY  
10 DIFFICULT. THESE PEOPLE HAVE CAREERS AND LONG-TERM, YOU KNOW,  
11 FAMILY INTERESTS TO THINK ABOUT.

12

13 **SUP. YAROSLAVSKY:** IF THE HOSPITAL DOESN'T TURN ITSELF AROUND  
14 BY LATE SUMMER AND YOU WENT TO ANOTHER MODEL, SAY, A  
15 CONTRACTED MODEL, YOU CONTRACT OUT TO SOMEBODY TO TAKE IT  
16 OVER, COULD YOU STILL RUN IT AS AN ACADEMIC HOSPITAL, AS A  
17 TEACHING HOSPITAL?

18

19 **DR. THOMAS GARTHWAITE:** I THINK MANY THINGS ARE POSSIBLE. THE  
20 CHALLENGE WOULD BE THE TRANSITION AND COULD YOU TRANSITION,  
21 YOU KNOW, ALL THE-- I MEAN, YOU'RE TALKING ABOUT-- THE  
22 A.C.G.M.E. IS GOING TO COME BACK AND SEE WHETHER YOU CAN DO  
23 RESIDENCIES OR NOT. SO WOULD THAT FORCE YOU TO CLOSE THE  
24 RESIDENCIES AND RESTART THEM AND WHAT WOULD BE THE IMPACT ON  
25 THE RESIDENTS WHO, YOU KNOW, ARE IN THE MIDDLE OF THEIR



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1 TRAINING? WE HAD TO PLACE THE SURGERY RESIDENTS AND THE  
2 RADIOLOGY RESIDENTS WITH, YOU KNOW, I THINK, WITH FAIRLY GREAT  
3 DIFFICULT...

4

5 **SUP. YAROSLAVSKY:** BUT, AGAIN, I'M VERY EMPATHETIC TO THE  
6 RESIDENTS, I MET WITH SEVERAL OF THEM WHEN I WAS DOWN THERE A  
7 COUPLE WEEKS AGO BUT THEY AREN'T-- I MEAN, IF I HAVE TO CHOOSE  
8 BETWEEN THE RESIDENTS AND THE HOSPITAL, THE HOSPITAL TAKES  
9 PRECEDENCE AND THAT'S THE RISK THEY-- THAT ANY RESIDENT TAKES  
10 WHEN THEY-- I MEAN, IT'S NOT MUCH OF A RISK WHEN YOU GO TO  
11 COLUMBIA OR TO U.C.L.A. OR WHEREVER YOU GO, BUT THEY ARE NOT  
12 OUR NUMBER ONE WORRY. SO I'M NOT WORRIED ABOUT ABOUT, FIRST  
13 AND FOREMOST, NOT WORRIED ABOUT WHAT HAPPENS TO THE RESIDENTS,  
14 I'M FIRST AND FOREMOST WORRIED ABOUT WHAT HAPPENS TO OUR  
15 PATIENTS IN OUR HOSPITAL. SO EVEN IF WE-- THE TRANSITION WOULD  
16 BE-- CLEARLY, THE TRANSITION IS DIFFICULT. WHAT WE'RE IN NOW  
17 IS DIFFICULT. THIS IS, IN A SENSE, TRANSITION, A DIFFERENT  
18 KIND OF TRANSITION. IT'S DIFFICULT. BUT THE QUESTION IS, AT  
19 THE END OF THE DAY, ARE WE BETTER OFF WITH ONE MODEL OR THE  
20 OTHER? SO MY QUESTION REALLY WAS, IF YOU WENT WITH ANOTHER  
21 MODEL, THERE'S NOTHING TO PRECLUDE YOU, EVEN IF THERE'S A  
22 TRANSITIONAL HICCUP, TO...

23

24 **DR. THOMAS GARTHWAITE:** NO, I DON'T THINK THERE'S ANYTHING TO  
25 PRECLUDE-- NO, I DON'T THINK...



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1

2 **SUP. YAROSLAVSKY:** AND THEN THERE'S ALSO THE...

3

4 **DR. THOMAS GARTHWAITE:** MANY TEACHING HOSPITALS HAVE-- YOU  
5 KNOW, OUR-- U.S.C.'S TEACHING HOSPITAL IS RUN BY TENET, IN  
6 ADDITION TO THE TEACHING THAT GOES ON AT OUR L.A. COUNTY  
7 U.S.C. BUT...

8

9 **SUP. YAROSLAVSKY:** AND THEN YOU HAVE THE OLIVE VIEW MODEL WITH  
10 U.C.L.A. WHERE THEY ROTATE THEIR OWN PEOPLE IN AND OUT.

11

12 **DR. THOMAS GARTHWAITE:** CORRECT. MANY TEACHING HOSPITALS ARE  
13 NOT RUN BY THE UNIVERSITY. THEY'RE RUN BY OUTSIDE HEALTHCARE  
14 ENTITIES OR THEIR OWN SEPARATE BOARDS.

15

16 **SUP. YAROSLAVSKY:** AND A COMMUNITY HOSPITAL WOULD NOT BE A  
17 TEACHING HOSPITAL, WOULD IT? OR WOULD IT?

18

19 **DR. THOMAS GARTHWAITE:** I WOULD SAY THAT-- OLIVE VIEW IS-- WHAT  
20 I SEE IS A FAIRLY STRONG COMMUNITY HOSPITAL WITH A TEACHING  
21 MODEL. THEY HAVE A COUPLE OF RESIDENTS-- ONE MAIN RESIDENCY IN  
22 MEDICINE AND THEN THEY HAVE ROTATIONS IN OTHER-- FROM OTHER  
23 RESIDENCIES, U.C.L.A. RESIDENTS COME THERE IN OTHER  
24 SPECIALTIES. I SEE IT AS A COMMUNITY HOSPITAL, REALLY, AN  
25 EXCELLENT ONE.



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1

2 **SUP. YAROSLAVSKY:** I'LL STOP FOR NOW.

3

4 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE, YOUR REPORT THAT YOU SENT  
5 TO US, REALLY, IT IS A VERY DIFFERENT CONCLUSION AND VERY  
6 DIFFERENT PROFILE THAN WHAT I HAVE SEEN AND I'VE GONE TWICE,  
7 THREE TIMES, ACTUALLY-- ACTUALLY, TWICE, IN THE LAST 10 DAYS  
8 AND I AM HORRIFIED BY WHAT I SEE AS COMPARED TO WHAT THIS  
9 REPORT PRESENTS TO ME. THIS REPORT RIGHT NOW IS TELLING ME  
10 THAT I SHOULD WAIT UNTIL AUGUST AND THAT, IN AUGUST, I'M GOING  
11 TO HAVE A BETTER ASSESSMENT AS TO HOW TO PROCEED FORWARD AND  
12 I'M SUPPOSED TO TRUST THAT WHAT YOU'VE WRITTEN HERE AND WHAT  
13 YOU'RE TELLING ME IS PROBABLY THE PATHWAY THAT THIS BOARD  
14 SHOULD TAKE. UNFORTUNATELY, I THINK THAT THE BIGGEST PROBLEM  
15 IS THAT THIS BOARD HAS BEEN PRESENTED A VERY ROSY PICTURE OF  
16 WHAT IS GOING ON AND YET, WHEN WE GET INTO THE REAL NITTY  
17 GRITTY, WE GET THE REAL WORDS, IT'S A CESSPOOL THERE. AND I AM  
18 CONCERNED BECAUSE I UNDERSTAND THAT WE HAVE TO HAVE A PUBLIC  
19 PRESENTATION AND WE HAVE TO, YOU KNOW, DRESS UP THIS WHOLE  
20 THING AND LET'S NOT BE TOO NEGATIVE AND ALL OF THOSE KINDS OF  
21 THINGS AND WE'RE SUPPOSED TO FIND A WAY TO GET AT THIS IN SOME  
22 REASONABLE FASHION, YOU KNOW, SO WE'RE NOT TOTALLY  
23 EMBARRASSING OURSELVES, ALERTING, YOU KNOW, J.C.A.H.O. OR  
24 C.M.S. OR ANYONE ELSE. BUT, AT THE SAME TIME, WE'RE IN A  
25 CRITICAL CRISIS WHEN IT COMES TO THIS HOSPITAL. AND YET, EVERY





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1 TIME I GET A REPORT, I'M NOT SURE HOW I'M SUPPOSED TO ADDRESS  
2 IT BECAUSE IT'S ALWAYS, LIKE, "GIVE ME MORE TIME AND THINGS  
3 WILL TURN AROUND." YESTERDAY, FOR THE FIRST TIME, AND I DON'T  
4 KNOW THAT THE BOARD MEMBERS HEARD HERE, YOU SAID TO ME THAT  
5 YOU'VE ALWAYS TOLD THIS BOARD THAT IT WOULD TAKE TWO TO FIVE  
6 YEARS TO TURN THIS FACILITY AROUND. AND MAYBE YOU SAID SO BUT  
7 I NEVER HEARD IT BEFORE AND I DON'T KNOW THAT ANY OF THE BOARD  
8 MEMBERS HEARD IT WHEN YOU JUST SAID IT AWHILE AGO. TWO TO FIVE  
9 YEARS TO TURN IT AROUND. YET WE DON'T KNOW WHAT THAT MEANS,  
10 "TURN IT AROUND." WHAT WILL HAPPEN AT THE END OF TWO YEARS?  
11 WHAT WILL HAPPEN AT THE END OF FIVE YEARS? AND EVERYTHING IS  
12 SUCH AN UNKNOWN AND, IN THIS PROCESS, WE HAVE TRUSTED, NUMBER  
13 ONE, THE DEPARTMENT OF HEALTH SERVICES TO GIVE US ADVICE AND  
14 DIRECTION AS TO WHERE TO GO. THEN WE WENT ON TO TRUST NAVIGANT  
15 TO TELL US THAT THEY WOULD ASSESS AND ADDRESS AND BEGIN A  
16 SOLVING PROCESS. WE'VE HIRED THEM FOR ONLY A YEAR AND IT'S  
17 COST US MIGHTILY AND IT LOOKS LIKE IT'S GOING TO COST US MORE.  
18 WE'RE SUPPOSED TO TRUST THAT ALL OF THESE THINGS ARE GOING TO  
19 TURN THE PLACE AROUND. AND TO TURN A PLACE AROUND IS FROM  
20 WHAT? I DON'T KNOW. FROM THE CESSPOOL THAT IT IS TODAY, AS YOU  
21 SAID? OR TO WHAT LEVEL? AND I'M VERY CONCERNED BECAUSE THIS  
22 REPORT DOES NOT-- AND THE TWO TIMES THAT I VISITED, I HAVE  
23 BEEN ABSOLUTELY HORRIFIED BY WHAT I KNOW AND I'M EVEN MORE  
24 HORRIFIED BY WHAT I TELL YOU AND OTHERS THAT YOU ALL DON'T  
25 KNOW, THAT-- AND, BELIEVE ME, THERE HAVE BEEN SIMPLE QUESTIONS



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1 THAT WE'VE ASKED AND BOTH YOU AND FRED HAVE RECEIVED MY PHONE  
2 CALLS ON SOME OF THOSE ISSUES ON A REGULAR BASIS. SO NOW I'M  
3 SUPPOSED TO SIT AND WAIT UNTIL AUGUST. AND, IN AUGUST, YOU'RE  
4 GOING TO BE ABLE TO TELL ME, AT THAT POINT IN TIME, WHAT YOUR  
5 ASSESSMENT IS. AND WHAT I'M WORRIED ABOUT THAT, IN AUGUST, I  
6 DON'T SEE ANYTHING, ANYTHING THAT IS BEING PUT IN PLACE TO FIX  
7 SOME OF THE VERY KEY PROBLEMS. AND MOST OF IT IS JUST  
8 MANAGEMENT. YOU KNOW, I'M SUPPOSED TO UNDERSTAND THAT DOCTORS  
9 DO THIS ALL THE TIME, RUN OFF AND HAVE PRIVATE PRACTICES AND  
10 DON'T SHOW UP WHERE THEY'RE SUPPOSED TO BE. THAT'S SUPPOSED TO  
11 BE NORMAL. I DON'T ACCEPT IT AS NORMAL.

12

13 **DR. THOMAS GARTHWAITE:** NEITHER DO WE. THAT'S WHY WE'VE FIRED  
14 THE PEOPLE WE'VE CAUGHT.

15

16 **SUP. MOLINA, CHAIR:** BUT IT'S BEEN GOING ON. NO, YOU DON'T FIRE  
17 THEM. YOU DON'T EVEN COUNSEL THEM. I MEAN, DR. ROBINSON HAS  
18 BEEN DOING IT FOR A LONG, LONG, LONG, LONG TIME AND HIS  
19 PRACTICE ISN'T AROUND THE CORNER; IT'S IN SANTA CLARITA. AND  
20 HE'S BEEN CHAIRMAN AND HE'S BEEN IN CHARGE OF OTHER PHYSICIANS  
21 AND HE'S SUPPOSED TO BE THERE. YOU KNEW ABOUT IT LAST YEAR.  
22 THAT'S WHEN THE CONCLUSION WAS, IN NOVEMBER OF LAST YEAR. WE  
23 SAT HIM DOWN AND WE SAID, "DOC, DON'T DO THAT ANYMORE. NOT A  
24 GOOD THING." HE WAS COUNSELED. HE AGREED HE WOULDN'T DO IT.  
25 SOMEBODY CAME IN AND REPORTED HIM AGAIN. I HOPE THIS ISN'T



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1 NEWS TO YOU, DR. GARTHWAITE, BECAUSE IT'S FACTUAL, AND  
2 REPORTED HIM AGAIN AND THEY INVESTIGATED HIM AGAIN. THEY  
3 CHASED HIM AROUND SOME MORE AND THEY FOUND OUT HE WAS DOING IT  
4 AGAIN. AND, YOU KNOW, THEY DIDN'T FIRE HIM UNTIL THE "L.A.  
5 TIMES" FOUND OUT ABOUT IT. AND WHEN I WENT IN AND FOUND OUT  
6 THAT THERE WERE FIVE OTHER DOCTORS DOING THE SAME THING, AND I  
7 WAS TOLD THAT THEY'RE GOING TO BE TERMINATED BECAUSE WE'VE  
8 COMPLETE-- I FOUND OUT THAT WE KNEW ABOUT IT WAY BACK IN  
9 JANUARY AFTER SIX TO EIGHT MONTHS OF INVESTIGATION. AND, ON  
10 THE DAY THAT I GOT THERE, THEY STILL WERE NOT GOING TO BE  
11 FIRED OR TERMINATED. SOMEBODY HAD DETERMINED THAT THEY SHOULD  
12 COUNSEL THEM. NOW, DR. GARTHWAITE, THAT DOESN'T-- I MEAN,  
13 THERE'S A POINT IN TIME WHERE SOME OF THESE BAD APPLES JUST  
14 DON'T GET IT. THEY DON'T SEEM TO REALIZE THAT WE ARE HERE ON  
15 THIS BOARD SWEATING BULLETS ON A REGULAR BASIS TRYING VERY  
16 HARD TO SAVE THE HOSPITAL; TRYING VERY, VERY HARD TO ENGAGE  
17 THE GOVERNOR AND THE LEGISLATURE TO ASSIST US WITH THE ONGOING  
18 FUNDING PROBLEMS THAT WE'RE HAVING OF OUR SAFETY NET  
19 HOSPITALS; THAT WE HAVE TREKKED ACROSS TO WASHINGTON, D.C.,  
20 TRYING TO CONVINCE THE CONGRESS, BOTH THE DEMOCRAT AND  
21 REPUBLICAN SIDE, AS WELL AS THE WHITE HOUSE AND ALL OF THE  
22 APPROPRIATE DEPARTMENTS, THAT WE NEED A RENEWAL OF OUR WAIVER,  
23 WHICH MORE THAN LIKELY WE WON'T GET. BUT WE'RE OUT THERE  
24 TRYING TO TELL THEM HOW IMPORTANT IT IS AND YET YOU HAVE  
25 DOCTORS THAT, EVEN AFTER COUNSELING, DECIDE THEY DON'T HAVE TO



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1 BE THERE AND I'M SUPPOSED TO TRUST THAT, BY TELLING THEM TO  
2 BEHAVE PROPERLY, THEY WILL? I HAVE NURSES, I HAVE NURSE  
3 MANAGERS WHO DECIDE, "WELL, YOU ONLY HAVE TO WORK FOUR HOURS  
4 AND THEN I'LL GIVE YOU SIX OR EIGHT HOURS OF OVERTIME" ON AN  
5 ONGOING BASIS. INVESTIGATIONS THAT ARE COMPLETE AND DONE.  
6 PEOPLE WHO ARE STILL THERE TODAY. NOW THESE ARE JUST THE  
7 ISSUES OF PLAIN, SIMPLE BASIC MANAGEMENT THAT, YOU KNOW, I  
8 FOUND BY JUST READING SOME REPORTS. I MEAN, THE DR. TATE  
9 SITUATION. SOMEBODY TRYING TO CONVINCE ME, YOU WERE THERE,  
10 TRYING TO CONVINCE ME THAT SOMEBODY CAN WORK 23 HOURS A WEEK,  
11 SEVEN DAYS A WEEK AND THAT I SHOULD PAY HIM \$225 AN HOUR WHILE  
12 HE SLEEPS AND THAT HE IS A NECESSITY FOR ME IN ORDER TO CARRY  
13 OUT THAT WORK. I'M SUPPOSED TO TRUST THIS. AND YET, WHEN I  
14 START LOOKING AT IT, I RAISE ISSUES THAT IT'S PHYSICALLY  
15 IMPOSSIBLE TO DO THAT. AND THAT WE HAVE A CONTRACT THAT SAYS  
16 WE'RE SUPPOSED TO GET THESE SERVICES, NOT FROM ONE DOC BUT  
17 FROM A SERIES OF DOCS. SO IF I WANT 23-HOUR COVERAGE, I CAN  
18 GET SIX TO EIGHT DOCTORS FROM THIS SERVICE BUT, INSTEAD,  
19 SOMEBODY THERE DIDN'T CHECK, DIDN'T NOTICE AND SO,  
20 CONSEQUENTLY, I'M PAYING ONE DOCTOR FOR TIME HE IS NOT  
21 WORKING, IN VIOLATION OF THE CONTRACT THAT I HAVE. AND I HAVE  
22 PEOPLE THAT WE'RE PAYING MIGHTILY FOR THAT ARE MANAGERS,  
23 CONTRACT MONITORS, THAT'S ALL THEY DO AND YET, WHEN THEY RAISE  
24 THESE QUESTIONS, THERE'S NOBODY AT THE TOP THAT ACKNOWLEDGES  
25 THAT THESE ARE ISSUES THAT NEED TO BE ADDRESSED, SIMPLE, BASIC



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1 MANAGEMENT ISSUES. AND SO WE CONTINUE TO PAY THIS PERSON. I GO  
2 AS FAR AS TO SAY IT'S A NICE, HANDY ARRANGEMENT. I WOULD TEND  
3 TO BELIEVE THAT THERE ARE KICKBACKS INVOLVED, THAT THERE ARE  
4 PEOPLE IN YOUR OPERATION THAT ARE TAKING MONEY FOR ALLOWING  
5 THIS NONSENSE TO EXIST. NOW, THOSE ARE HEAVY DUTY ACCUSATIONS  
6 BUT I HAVE LOOKED AT THE RECORDS, I HAVE LOOKED AT THE  
7 TIMECARDS, I HAVE LOOKED AT THE PATHWAY OF HOW THIS TRAVELS  
8 THROUGH APPROVAL AFTER APPROVAL AFTER APPROVAL AND I HAVE TO  
9 BELIEVE THAT SOMEBODY'S GETTING PAID OFF TO DO THIS NONSENSE.  
10 I MEAN, HOW CONVENIENT IN ANY OTHER WORKPLACE WHERE YOU CAN  
11 HAVE A SUPERVISOR TELL YOU THAT YOU ONLY HAVE TO WORK FOUR  
12 HOURS "AND I'LL WRITE UP EIGHT HOURS OR SIX HOURS OF OVERTIME  
13 FOR YOU"?

14

15 **DR. THOMAS GARTHWAITE:** SUPERVISOR, IN MY MIND, THAT'S FRAUD  
16 AND, IF WE CAN DOCUMENT THAT AND FIND OUT WHO'S RESPONSIBLE,  
17 THEN THEY SHOULD BE PROSECUTED FOR FRAUD.

18

19 **SUP. MOLINA, CHAIR:** ABSOLUTELY, THEY SHOULD BE PROSECUTED BUT  
20 THEY WON'T BE.

21

22 **DR. THOMAS GARTHWAITE:** THERE'S NO ACCEPTANCE OF THAT.

23

24 **SUP. MOLINA, CHAIR:** THEY'RE GOING TO BE COUNSELED.

25



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1 **DR. THOMAS GARTHWAITE:** YEAH. WELL, LOOK, I WILL TELL YOU THAT  
2 I AM NOT SATISFIED WITH ALL THE ACTIONS THAT HAVE BEEN TAKEN.  
3 WE HAVE HAD A DAILY ASSIGNMENT OF INDIVIDUALS FROM HUMAN  
4 RESOURCES DEPARTMENT TO KING DREW TO HELP THROUGH-- WORK  
5 THROUGH ALL THESE ISSUES. WE'VE TAKEN OVER FOUR-- WE'VE OPENED  
6 OVER 400 PERSONNEL CASES. I DON'T KNOW WHAT THE FINAL NUMBER  
7 IS THAT WE NEED TO OPEN. I'M SURE IT'S MORE THAN 400. I WOULD  
8 HOPE-- I BELIEVE AND I WOULD HOPE THAT WE'RE WELL OVER HALF  
9 WAY AT FINDING THE INDIVIDUALS WHO CAN'T DO THEIR JOBS, WHO  
10 ARE DOING THEM POORLY, WHO ARE TAKING ADVANTAGE OF THE  
11 SYSTEM...

12

13 **SUP. MOLINA, CHAIR:** NOBODY KEEPS A LIST. DID YOU KNOW THAT?  
14 DID YOU KNOW THAT DR. PEEKS DOESN'T KEEP A LIST? THAT HANK  
15 WELLS DOESN'T HAVE A LIST?

16

17 **DR. THOMAS GARTHWAITE:** I HAD A LISTS AS OF A MONTH AGO THAT  
18 TOLD ME THE NUMBER OF PERSONNEL ACTIONS THAT HAD BEEN TAKEN AS  
19 OF THAT TIME. I CAN...

20

21 **SUP. MOLINA, CHAIR:** AND THIS LIST GOES TO WHO?

22

23 **DR. THOMAS GARTHWAITE:** I DON'T KNOW. I ASKED FOR IT, I GOT IT  
24 FROM SATCHI HAMAI IN OUR OFFICE.

25





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1    **SUP. MOLINA, CHAIR:** DO YOU KNOW THAT THE DOCTOR WHO TURNED IN  
2    AND WHEN NEEDS TO MANAGE DOCTORS WHO ASK DOCTORS TO BE AUDITED  
3    DOESN'T EVEN FIND OUT THAT THE AUDIT IS COMPLETE? DOESN'T EVEN  
4    KNOW, DOESN'T HAVE THE AUTHORITY OR THE ABILITY TO FIND OUT IF  
5    HIS DOCTORS ARE EVEN PHYSICALLY THERE OR NOT?

6

7    **DR. THOMAS GARTHWAITE:** I DON'T KNOW WHAT THE RATIONALE BEHIND  
8    NOT SHARING AUDIT REPORTS WITH THE INDIVIDUAL WHO REPORTED IT.  
9    THAT OBVIOUSLY, THE PERSON WHO'S MANAGING THE PHYSICIANS NEEDS  
10   TO HAVE ALL THE INFORMATION IN ORDER TO MANAGE.

11

12   **SUP. MOLINA, CHAIR:** NO KIDDING. SO THEY'RE REALLY BASIC ISSUES  
13   AND MY CONCERN IS, IS IN THE TWO TIMES THAT I'VE BEEN THERE,  
14   I'M JUST SHOCKED BY THESE KINDS OF LAPSES. I ASK QUESTIONS  
15   ABOUT, "OKAY, WHO SIGNED THE TIMECARD AND WHO DOES HE REPORT  
16   TO?" AND YOU TRY AND CREATE A PATHWAY AS TO HOW THAT WORKS AND  
17   YOU FIND OUT THAT IT ISN'T THERE. IT'S SIMPLE BASIC MANAGEMENT  
18   ISSUES THAT I DON'T KNOW WHAT'S GOING ON. I DON'T MEAN TO BE  
19   DISRESPECTFUL BUT I DON'T KNOW WHO KNOWS WHAT'S GOING ON.  
20   CERTAINLY KAE HAS SAT NEXT TO ME AND SHE'S BEEN A PART OF IT  
21   AS I'VE ASKED THESE QUESTIONS AND WE STUMBLE ACROSS A LOT OF  
22   THINGS THAT ARE SORT OF UNKNOWN AND NEW THINGS AND I'M  
23   SUPPOSED TO TRUST THAT IT WORKS. I DON'T KNOW WHAT TO TRUST. I  
24   ONLY KNOW WHAT I SEE. AND I'M AN AMATEUR, BY THE WAY, IN THIS  
25   ARENA.



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1

**DR. THOMAS GARTHWAITE:** WELL, LISTEN, I SHARE YOUR FRUSTRATION.  
I KNOW WE HAVEN'T GOTTEN TO THE BOTTOM OF IT. I MEAN, WE HAVE-  
- WE'VE FIRED MANY INDIVIDUALS, WE'VE SUSPENDED MANY  
INDIVIDUALS, WE'VE OPENED MULTIPLE INVESTIGATIONS, WE'RE IN  
THE PROCESS OF DEFENDING AND BEGINNING TO DEFEND SOME OF THE  
THINGS WE'VE DONE IN COURT. SO I KNOW FULL WELL THAT WE'RE NOT  
AT THE BOTTOM YET. BUT I ALSO KNOW WE'RE MUCH CLOSER TO THE  
BOTTOM THAN WE WERE A YEAR AGO OR SIX MONTHS AGO. WE'VE TAKEN  
THE-- 400 ACTIONS. I DON'T KNOW, YES, THERE ARE GOING TO BE  
SOME MORE ACTIONS AND, YES, WE WILL FIND SOME ADDITIONAL  
UNEXPECTED BAD THINGS AT THE MEDICAL CENTER OVER TIME. WE ARE  
RAPIDLY, I THINK...

14

**SUP. MOLINA, CHAIR:** BUT HOW BAD DO YOU THINK-- HOW MUCH FRAUD  
DO YOU THINK MORE WE WILL FIND? HOW MANY PEOPLE LYING TO US ON  
A REGULAR BASIS? HOW MUCH MORE OF THAT? AND HOW MUCH MORE OF  
IT SHOULD WE TOLERATE? THERE ARE PEOPLE STEALING EQUIPMENT  
FROM THIS HOSPITAL AND TAKING IT HOME. A GUY WHO WORKS AT A  
MORTUARY DECIDES TO TAKE BODY BLOCKS HOME.

21

**DR. THOMAS GARTHWAITE:** UNACCEPTABLE.

23

**SUP. MOLINA, CHAIR:** UNACCEPTABLE.

25



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1   **DR. THOMAS GARTHWAITE:** I MEAN, IT'S HAPPENED IN ALL THE  
2   HEALTHCARE SYSTEMS I'VE BEEN IN, AT LEAST TO SOME DEGREE. I  
3   DON'T HAVE EVIDENCE WHETHER IT'S MORE-- WORSE OR...

4

5   **SUP. MOLINA, CHAIR:** PEOPLE WHO PACK UP THEIR COMPUTER AND TAKE  
6   IT IN THE TRUNK OF THEIR CAR AND TAKE IT HOME. I MEAN, WE'RE  
7   TRYING TO PUT MONEY INTO THIS SYSTEM, WE'RE TRYING TO SAVE IT  
8   AND YET, WHEN YOU LOOK AT THESE REPORTS, WHEN I READ THEM, IT  
9   IS APPALLING. AND ALL I KNOW IS THAT PEOPLE WILL GET AWAY WITH  
10   WHAT THEY CAN GET AWAY WITH. IF I CAN WALK OUT WITH A  
11   COMPUTER, WHY NOT EVERYBODY ELSE WALK OUT WITH A COMPUTER?  
12   BECAUSE NOBODY GETS CAUGHT, NOBODY GETS IN TROUBLE. I THINK  
13   THAT, IF EVERYBODY SAW WHAT GOES ON WITH ROBINSON AND HE CAN  
14   HAVE A PRIVATE PRACTICE IN SANTA CLARITA AND, YOU KNOW...

15

16   **SUP. ANTONOVICH:** ANTELOPE VALLEY.

17

18   **SUP. MOLINA, CHAIR:** ...ANTELOPE VALLEY OR WHEREVER IT IS, THEN  
19   WHY NOT EVERYBODY ELSE? LET'S JOIN THE CROWD. AND YET, WHEN  
20   YOU LOOK AT WHAT PREVENTS THIS FROM HAPPENING? YOU DON'T HAVE  
21   ANYTHING TO PREVENT THAT FROM HAPPENING TODAY. YOU HAVE NO  
22   ABILITY TODAY TO PREVENT THAT FROM HAPPENING OTHER THAN  
23   GETTING AUDIT AND COMPLIANCE TO GO OUT THERE AND INVESTIGATE A  
24   NEW DOC. YOU COULD HIRE DETECTIVES FOR EVERY SINGLE ONE OF



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1 THEM AND CHASE THEM AROUND. WE DON'T HAVE ANYTHING IN PLACE AT  
2 THIS VERY MOMENT.

3

4 **DR. THOMAS GARTHWAITE:** BUT I THINK THAT'S NOT TOTALLY TRUE. WE  
5 DO HAVE THINGS IN PLACE. FOR INSTANCE, THE ACTION WE'RE TAKING  
6 WITH THE DREW CONTRACT IS A DIRECT RESULT OF US DEMANDING THE  
7 DOCUMENTATION AND VERIFYING THE DOCUMENTATION THAT TEACHING'S  
8 TAKING PLACE.

9

10 **SUP. MOLINA, CHAIR:** SO WHAT? DREW DOESN'T CARE. MEANING, YOU  
11 KNOW, SURE IT'S GOING TO COST THEM A LITTLE BIT OF MONEY BUT  
12 WHAT DO THEY DO? WHEN DID DREW STEP IN AND DEAL WITH ROBINSON?

13

14 **DR. THOMAS GARTHWAITE:** NO, WHAT I'M SAYING, THOUGH, IS THAT WE  
15 HAVE ADDITIONAL...

16

17 **SUP. MOLINA, CHAIR:** THEY DIDN'T DEAL WITH HIM.

18

19 **DR. THOMAS GARTHWAITE:** ...AUDITING-- WE CONTINUE TO BUILD  
20 AUDITING SYSTEMS TO...

21

22 **SUP. MOLINA, CHAIR:** SO WE FINE THEM?

23

24 **DR. THOMAS GARTHWAITE:** ...TO DETECT AND TO FIND INDIVIDUALS,  
25 THE PERCENTAGE, WHATEVER PERCENTAGE THAT IS WHO ARE ABUSING



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1 THE SYSTEM. THERE ARE A LOT OF PEOPLE THERE WHO DON'T ABUSE  
2 THE SYSTEM. I SEE THEM THERE AT SEVEN WHEN I GET THERE AND I  
3 SEE THEIR CARS AT SEVEN WHEN I LEAVE.

4

5 **SUP. MOLINA, CHAIR:** AND, YOU KNOW, THAT'S THE...

6

7 **DR. THOMAS GARTHWAITE:** SO I KNOW THEY'RE THERE.

8

9 **SUP. MOLINA, CHAIR:** ...THAT'S RIGHT AND THAT'S THE UNFORTUNATE  
10 PART ABOUT IT, DR. GARTHWAITE, THAT THERE ARE PEOPLE WHO ARE  
11 SO DEDICATED AT THAT HOSPITAL, THERE ARE PEOPLE WHO ARE  
12 WORKING AND SWEATING BULLETS JUST LIKE US EVERY SINGLE, NOT  
13 JUST BECAUSE THEY WANT TO SAVE THEIR OWN JOBS BUT THEY CARE  
14 ABOUT THE WORK THAT THEY DO EVERY SINGLE DAY. AND THESE ARE  
15 THE PEOPLE THAT I THINK WE SHOULD CARE ABOUT EVERY SINGLE  
16 MOMENT AND YET THERE ARE SO MANY OPERATORS OUT THERE THINK  
17 THERE'S NOTHING WRONG WITH PICKING A COUPLE OF PIECES OF  
18 EQUIPMENT AND TAKING THEM HOME AND POTENTIALLY THREATENING  
19 OTHERS THAT DON'T DO IT. THERE'S JUST SO MANY PEOPLE NOT DOING  
20 THEIR JOB THAT IT REALLY WEAKENS THE FOLKS THAT DO CARE AN  
21 AWFUL LOT, THAT TAKE THE TIME, THAT EXTRA TIME AND THAT'S  
22 WHERE I'M AT. I DON'T KNOW WHAT TO TRUST.

23



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1 **DR. THOMAS GARTHWAITE:** I COULDN'T AGREE MORE AND I THINK THAT  
2 MANY OF THE THINGS THAT YOU KNOW ABOUT THAT ARE BAD ARE THE  
3 RESULTS OF OUR ACTIONS AND INVESTIGATIONS.

4

5 **SUP. MOLINA, CHAIR:** NO, THEY'RE NOT. YOU GIVE YOURSELF AN  
6 AWFUL LOT OF CREDIT. I'M NOT WILLING TO DO SO. LET ME TELL YOU  
7 WHY. I EVEN ASKED THE DOCTORS WHEN THEY FOUND OUT WHAT THEY  
8 FOUND OUT. THEY FOUND OUT BY READING THE "L.A. TIMES", JUST  
9 LIKE EVERYONE ELSE. THAT'S VERY PATHETIC. I WISH YOU COULD  
10 TELL ME EVERY SINGLE DAY AND, EVEN WHEN YOU TELL ME, FOR  
11 EXAMPLE, YOUR REPORT THAT YOU JUST SENT ME, THE WEEKLY REPORT,  
12 WHICH IS GETTING BETTER, BY THE WAY, INSTEAD OF-- YOU'RE  
13 TELLING ME THAT, IN PHARMACY, I DON'T KNOW HOW LONG THIS HAS  
14 BEEN GOING ON BUT S.E.I.U. IS FORBIDDING ME FROM PUTTING IN A  
15 CAMERA SO THAT WE CAN MANAGE WHETHER THEY'RE SWIPING,  
16 STEALING, CARTING OFF PHARMACEUTICALS AND IT SAYS ON HERE,  
17 "HUMAN RESOURCES IS DRAFTING A LETTER TO S.E.I.U. THE LETTER  
18 WILL INCLUDE A REQUEST FOR A MEETING IN 14 DAYS." NOW, THAT  
19 DOESN'T, TO ME, OPERATE LIKE SOME KIND OF CRISIS. I MEAN, YOU  
20 COULD PICK UP THE PHONE AND CALL THAT PERSON AND THEN SAYING,  
21 "HERE IS THE DILEMMA." EVERYTHING IS LIKE WE'RE GOING TO DO  
22 IT, WE'RE IN SLOW MOTION. THESE GUYS ARE PICKING THIS STUFF UP  
23 AND TAKING IT HOME EVERY SINGLE DAY. DR. GARTHWAITE, THAT'S  
24 WHAT I DON'T KNOW WHAT TO DO WITH. I MEAN, I KNOW THERE ARE  
25 GOOD PEOPLE THERE AND THERE ARE PEOPLE ALL AROUND IN THE





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1 COMMUNITY, INCLUDING MOST OF THE MEMBERS OF THIS BOARD, THAT  
2 WANT TO DO ALL WE CAN TO SAVE THE HOSPITAL AND TO SAVE ALL THE  
3 GOOD PEOPLE WHO ARE DEDICATING SO MUCH OF THEIR TIME AND  
4 EFFORT. BUT I'M GOING TO TRUST THAT, IN THREE MONTHS FROM NOW,  
5 SOMETHING DRAMATICALLY IS GOING TO HAPPEN AND YET I DON'T SEE  
6 ANYTHING THAT TELLS ME IT'S GOING TO HAPPEN. YOU'RE TELLING ME  
7 THAT DREW IS GOING TO HAVE THE CAPABILITY OF, ONE, APPOINTING  
8 A PERMANENT PRESIDENT BY, WHAT, AUGUST, SEPTEMBER. THEY'RE  
9 GOING TO COMPLETE A COMPREHENSIVE EVALUATION OF THEIR  
10 ORGANIZATIONAL STRUCTURE AND ADMINISTRATIVE-- THEY'RE GOING TO  
11 FIND OUT, AFTER THEY DO THAT COMPREHENSIVE EVALUATION, THAT  
12 NOBODY IS THERE AND THEY CAN'T RECRUIT ANYBODY. THEY WANT  
13 IMMEDIATE DEVELOPMENT AND IMPLEMENTATION OF A COMPREHENSIVE  
14 PLAN TO MEET THE PREVIOUSLY IDENTIFIED A.C.G.M.E. DEFICIENCIES  
15 IN PREPARATION FOR THE DECEMBER 2005 INSTITUTIONAL REVIEW OF  
16 THEIR TRAINING PROGRAMS. YOU REALLY THINK THEY CAN DO THAT?  
17 YOU REALLY BELIEVE THEY CAN DO THAT? THERE'S NOBODY THERE.  
18 YEAH. WELL, WE'LL SEE WHEN YOU COME UP. AND THEN YOU PUT IN  
19 HERE, IMPLEMENTATION TO FILL EACH OF THE CRITICAL CLINICAL  
20 DEPARTMENT CHAIR POSITIONS WHICH ARE VACANT AND ARE HELD BY  
21 INTERIM EMPLOYEES, WHICH IS PRACTICALLY ALMOST ALL OF THEM  
22 WITH THE EXCEPTION OF A FEW. BUT YOU HAVE NO TIMELINE ON IT.  
23 SO I'M SUPPOSED TO TRY TO BELIEVE THAT ALL OF THAT IS SUPPOSED  
24 TO HAPPEN IN THE NEXT THREE MONTHS WHEN, IN FACT, WE HAVE BEEN  
25 DEALING WITH DREW FOR OVER A YEAR. I KNOW THAT, PERSONALLY, I



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1 HAVE BEGGED THEM TO DO SOME OF THESE THINGS. WE'VE TALKED TO  
2 THE COMMITTEE THAT HAS BEEN INVOLVED IN ASSISTING THEM. WE  
3 HAVE BEEN INVOLVED IN EVERY SINGLE EFFORT TO SAY THAT WE WANT  
4 TO HELP THEM AND, YET, I DON'T KNOW THAT THEY'RE HELPING  
5 THEMSELVES. I AM VERY DISAPPOINTED IN DREW BECAUSE I KNOW THAT  
6 I HAVE PERSONALLY ASKED THEM AND, INSTEAD, I GET THEY DON'T  
7 KNOW WHO'S IN CHARGE. THEY DON'T KNOW, IS IT DREW? THE DOCS  
8 JUST DON'T KNOW. THAT'S NONSENSE. AND THEN WITH NAVIGANT, I  
9 MEAN, AND, KAE, I MEAN, WHY DON'T I HAVE ALL MY DELIVERABLES  
10 AS OF TODAY? WE HAVE FACILITY PROBLEMS AND YOU EQUATED IT TO  
11 LIFTING UP FLOOR TILES AND FINDING MORE ROT. YOU KNOW, YOU  
12 LOOK AT THAT FACILITY, AND I MEAN L.A. COUNTY U.S.C. IS AN  
13 OLDER FACILITY AND, I MEAN, IT'S GOT ALL KINDS OF PROBLEMS AND  
14 WE'RE MOVING INTO A NEW ONE. BUT, EVEN WITH ALL THE FACILITY  
15 PROBLEMS, I CAN'T SEE WHY YOU CAN'T FIGURE OUT HOW TO  
16 SUPERVISE AND MANAGE PEOPLE AND FIND OUT WHAT'S GOING ON.  
17 TECHNOLOGY-RELATED PROBLEMS. AND, OF COURSE, TRAINING. I'M NOT  
18 SURE HOW LONG I'M SUPPOSED TO WAIT FOR A SET OF TRUSTWORTHY  
19 RECOMMENDATIONS, AND I'M REALLY FRUSTRATED OVERALL. THEN I  
20 HEAR, OF COURSE, THAT-- I READ IN THE PAPER THAT NAVIGANT HAS  
21 SAID THAT IF I DON'T GIVE THEM ADDITIONAL MONEY, YOU'RE GOING  
22 TO PICK UP YOUR GOODIES AND LEAVE. IS THAT TRUE?  
23



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1   **KAE ROBERTSON:** I SAID THAT THE CONTRACT GIVES US 10 DAYS AFTER  
2   THE DENIAL OF AN AMENDMENT FOR US TO MAKE OUR DETERMINATION OF  
3   WHAT OUR ACTION WOULD BE. AND THEN THERE WAS...

4

5   **SUP. MOLINA, CHAIR:** SO HOW DO I KNOW THAT, IN 25 DAYS, YOU'RE  
6   NOT GOING TO COME BACK AND ASK ME FOR MORE MONEY AND THEN ALSO  
7   THREATEN THAT YOU'LL LEAVE AS WELL?

8

9   **KAE ROBERTSON:** THE CURRENT CONTRACT HAS THE OPPORTUNITY TO ASK  
10   FOR ADDITIONAL MONEY AT THE CLOSE OF THE FIRST ASSESSMENT, AND  
11   THE NEW AMENDMENT ONLY FUNDS SOME OF THE POSITIONS THROUGH  
12   AUGUST 31ST, NOT THROUGH THE END OF THE CONTRACT. SO THERE IS  
13   AN OPPORTUNITY TO ASK FOR ADDITIONAL MONEY AT THAT TIME.

14

15   **SUP. MOLINA, CHAIR:** AGAIN, THE POINT IS, IS THAT, EVERY TIME  
16   WE'VE ASKED FOR THESE THINGS, IT SEEMS AS THOUGH OUR  
17   DELIVERABLES ARE GETTING-- ARE NOT GETTING THERE. I HAVE NO  
18   IDEA WHAT WE'RE GOING TO HAVE WHEN THIS CONTRACT IS OVER BUT  
19   IF YOU SAY A TURNAROUND IS GOING TO HAPPEN IN TWO TO FIVE  
20   YEARS, OBVIOUSLY, DURING THIS CONTRACT PERIOD, WE'RE NOT GOING  
21   TO HAVE THE KINDS OF DELIVERABLES THAT WE'RE GOING TO NEED TO  
22   REALLY MAKE AN ASSESSMENT AS TO WHETHER THIS HOSPITAL IS  
23   TURNED AROUND OR NOT. SO, AS YOU CAN SEE, I'M VERY, VERY  
24   FRUSTRATED AND I DON'T KNOW WHAT TO TRUST OR WHO TO TRUST AND  
25   THESE REPORTS DON'T TELL ME MUCH. AND I'M VERY CONCERNED



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1 BECAUSE THE REALITY IS-- AND I'M GOING TO BE VERY, VERY  
2 EMBARRASSED IF GOVERNOR SCHWARZENEGGER OR THE LEGISLATURE USES  
3 THIS AS AN EXAMPLE OF HOW THE COUNTY IS MISMANAGING ITS  
4 HEALTHCARE SYSTEM AND, CONSEQUENTLY, WE DON'T DESERVE THE KIND  
5 OF DOLLARS THAT WE NEED BECAUSE WE'VE GOT OTHER HOSPITALS THAT  
6 ARE FUNCTIONING WELL AND EFFECTIVELY. MAY HAVE SOME OF THE  
7 SAME PROBLEMS BUT HOPEFULLY NOT AS EXTENSIVE. OR THAT THE  
8 WHITE HOUSE IS GOING TO DENY US FUNDING, SO WE MAY LOSE OUR  
9 ENTIRE SAFETY NET BECAUSE WE'RE NOT KEEPING AN EYE WHAT'S  
10 GOING ON. SO I'M AT A LOSS AS TO WHO TO TRUST, AND I'M NOT  
11 SURE WHERE TO GO. AND THERE ARE MANY OPTIONS, I GUESS,  
12 AVAILABLE TO US BUT THE WORST PART ABOUT IT IS THAT I DON'T  
13 KNOW WHAT I'M GOING TO UNEARTH NEXT AND THE WORST PART ABOUT  
14 THE THINGS THAT I FIND IS THAT IT WOULD BE ONE THING THAT I  
15 FOUND SOMETHING NEW, UNIQUE, NOVEL, DIFFERENT. THIS STUFF IS  
16 BEING INVESTIGATED EVERY DAY. THESE CONCLUSIONS ARE DONE EVERY  
17 DAY BUT MANAGEMENT AT THE TOP IS DOING NOTHING. THEY'RE  
18 WAITING TO COUNSEL PEOPLE, THEY'RE WAITING TO DRAFT A LETTER.  
19 DRAFT A LETTER! I CAN DO IT FOR YOU NOW, RIGHT NOW. YOU COULD  
20 PICK UP THE PHONE AND CALL ANELLE GRAJEDA. SHE COULD BE IN  
21 YOUR OFFICE THIS AFTERNOON TO DISCUSS THIS ISSUE. YOU COULD  
22 TELL HER IT'S A CRISIS. EVERYTHING IS IN SLOW MOTION AND YET,  
23 AT THE SAME TIME, OUR ACTIONS ARE GOING TO HAVE TO BE VERY  
24 SWIFT. EVEN IF, EVEN IF WE DENIED THE CONTRACT, THE ADDITIONAL  
25 MONEY TO NAVIGANT, NAVIGANT HAS A DETERMINATION OF 10 DAYS IN



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1 WHICH THEY WILL DECIDE WHAT THEY'RE GOING TO DO. IF THEY  
2 DECIDE TO LEAVE, THEY WILL STRIP EVERY SINGLE MANAGER BECAUSE,  
3 IF YOU LOOK AT YOUR OWN ORGANIZATIONAL CHART, FOR THE MOST  
4 PART, ALL OF IT IS BEING MANAGED BY NAVIGANT. THAT WOULD  
5 EFFECTIVELY CLOSE US. IF, IN FACT, YOU LOOK AT YOUR OTHER  
6 RECOMMENDATIONS FOR US TO SIT AROUND AND WAIT FOR 30 DAYS,  
7 KING DREW, WHICH HAS BEEN MOVING AT A SNAIL'S PACE, AS MIKE  
8 ANTONOVICH SAID, WOULD ALL OF A SUDDEN, IN THREE MONTHS, BE  
9 ABLE TO DO WHAT THEY HAVEN'T BEEN ABLE TO DO IN THE LAST THREE  
10 YEARS. THAT'S IMPOSSIBLE. AND THEN YOU TELL ME, IN CASE WE  
11 HAVE TO DETERMINE THAT WE CLOSE OFF DREW, WE COULD TRANSFER  
12 ALL OF THOSE RESIDENTS. WE COULD BECOME A COMMUNITY HOSPITAL  
13 WITH NON-TEACHING FACULTY AND PHYSICIANS IN TIME FOR JUNE. WE  
14 HAVEN'T BEEN ABLE-- IT HAS BEEN-- WE'VE BEEN IN CRISIS FOR A  
15 LONG, LONG TIME. WE BROUGHT NAVIGANT ON IN NOVEMBER. IT IS  
16 ALMOST SIX MONTHS THAT THEY'VE BEEN HERE. THEY ONLY GOT SIX  
17 MONTHS TO GO IN THIS CONTRACT AND WE HAVEN'T BEEN ABLE TO GET  
18 TO THE VERY BASICS. I KNOW I'M FRUSTRATING YOU, DR.  
19 GARTHWAITE, AND I'M FRUSTRATING ALL OF YOU BUT IT'S  
20 FRUSTRATING TO ME BECAUSE I DO NOT KNOW WHAT TO DO. AND YET,  
21 AT THE SAME TIME, I NEED TO RELY ON YOU AND I'M LOOKING AT  
22 THIS REPORT AND THESE SET OF RECOMMENDATIONS, AND I'VE GOT TO  
23 TELL YOU, THEY'RE NOT VERY REASSURING. IT IS A CRISIS. IT  
24 REQUIRES A CRISIS MANAGER TO OPERATE AT A CRISIS LEVEL EVERY  
25 SECOND OF THE DAY. I HOPE NO MORE PEOPLE ARE HURT OR DIE. I



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1 HOPE WE FIND NO MORE CORRUPTION AND DOCTORS THAT ARE ON THE  
2 TAKE OR OUR OWN COUNTY EMPLOYEES. I DON'T KNOW. I DON'T WANT  
3 NAVIGANT TO LEAVE BUT I ALSO DON'T WANT TO PAY THEM ANY MORE  
4 MONEY. BUT WE ARE IN A CRISIS SITUATION AND THIS REPORT  
5 DOESN'T REFLECT THAT AT ALL. INSTEAD, IT TELLS ME, "HOLD YOUR  
6 HORSES, GLORIA, GIVE ME UNTIL AUGUST. WE CAN PUT IT IN PLACE.  
7 WE CAN COME BACK TO YOU, AND WE CAN ASSURE SAFETY OF THOSE  
8 BEDS." I AM TERRIFIED THAT WE ARE GOING TO BE PUBLICLY  
9 HUMILIATED BY EITHER MORE DEATHS, MORE MISMANAGEMENT, MORE  
10 CORRUPTION, AND I'M VERY NERVOUS THAT, AT THE END OF THE DAY,  
11 IT MIGHT SPEAK TO LOSING ALL CONFIDENCE IN OUR ENTIRE HOSPITAL  
12 SYSTEM. AND I CAN'T ALLOW THAT TO HAPPEN.

13

14 **DR. THOMAS GARTHWAITE:** I'D JUST LIKE TO MAKE A FEW COMMENTS.  
15 FIRST OF ALL, I DON'T THINK IT'S JUST STATUS QUO. YOU'VE  
16 ALREADY HIRED NAVIGANT. THEY HAVE COMPLETED THEIR ASSESSMENT.  
17 THEY'RE WORKING ON THE 1,066-PLUS NEW RECOMMENDATIONS. YOU  
18 HAVE ESTABLISHED A HOSPITAL ADVISORY BOARD. I WAS AT THAT  
19 MEETING FOR FIVE HOURS YESTERDAY. I KNOW FULL WELL THAT YOU  
20 HAVE OUTSTANDING INDIVIDUALS WHO WILL GIVE YOU ADVICE AND  
21 PROVIDE ASSESSMENTS AND ADDITIONAL DIRECTION. I THINK THAT  
22 WILL BE HELPFUL TO YOU. THE SATCHER RECOMMENDATIONS WERE ABOUT  
23 16 MONTHS AGO. SINCE THAT TIME, DREW UNIVERSITY RELIEVED THE  
24 PRESIDENT, REFORMULATED ITS BOARD, REMOVED, AT GREAT  
25 CRITICISM, MANY OF THE INDIVIDUALS WHO WERE ON THAT BOARD,





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1 RECONSTITUTED WITH PEOPLE OF NATIONAL REPUTATION WHO ARE  
2 ACTIVELY ENGAGED IN TRYING TO MAKE A DIFFERENCE. SO I DON'T  
3 THINK THAT IT'S TOTALLY FAIR. AND I WOULD ALSO SAY THAT THE  
4 REASON THAT NAVIGANT FILLS SO MANY EMPTY POSITIONS IS WE HAVE  
5 ACTED, WE HAVE FIRED THE INDIVIDUALS WHO WERE IN THOSE  
6 POSITIONS. AND SO TO SAY THAT WE HAVEN'T TAKEN ANY ACTION, I  
7 THINK, YES, THERE ARE EXAMPLES WHERE, IN RETROSPECT, MAYBE THE  
8 WHOLE PROCESS COULD HAVE MOVED MORE QUICKLY BUT WE ALSO ARE  
9 RELYING ON OUR HUMAN RESOURCES INDIVIDUALS TO TELL US, YOU  
10 KNOW, WHAT'S THE BEST METHOD? SHOULD WE FIGHT THIS ONE OUT IN  
11 COURT? OR DO WE ENCOURAGE THIS PERSON TO RETIRE? WHAT'S THE  
12 BEST FOR THE COUNTY IN ALL THIS? WHAT'S THE STRENGTH OF OUR  
13 CASE AND WILL WE PREVAIL AND HOW LONG WILL WE HAVE TO ARGUE?  
14 YOU KNOW?

15

16 **SUP. MOLINA, CHAIR:** BUT I THINK THIS IS A CRISIS AND YOU NEED  
17 TO MOVE WITHIN A CRISIS. LET ME JUST READ A PARAGRAPH OUT OF  
18 YOUR OWN REPORT. "THE REPORT ON NAVIGANT'S COMPLETION OF THEIR  
19 SELF-ESTABLISHED DELIVERABLES IS BEING FINALIZED AND WILL BE  
20 TRANSMITTED UNDER SEPARATE COVER. BASED ON THE AUDIT AND  
21 COMPLIANCE REVIEW TO DATE, 59%..." OKAY? WHEN YOU USED TO GET  
22 59% IN A TEST IN SCHOOL, IT WAS A D-MINUS, OKAY? "...59% OF  
23 THE SAMPLE OF NAVIGANT RECOMMENDATIONS DUE BY FEBRUARY 28TH  
24 HAVE BEEN IMPLEMENTED. OF PARTICULAR CONCERN IS THE FINDING  
25 THAT, ON NUMEROUS INSTANCES, MANAGEMENT HAD INITIATED REFORM



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1 BUT FULL IMPLEMENTATION AT THE STAFF LEVEL WAS NOT ACHIEVED."  
2 IN OTHER WORDS, EVEN THOUGH 59% ARE THERE, THEY'RE STILL NOT  
3 DOING IT. I MEAN, I CAN WRITE POLICIES ALL DAY LONG AND TELL  
4 YOU HOW TO RUN A HOSPITAL BUT, IF NOBODY DOES IT AND NOBODY  
5 FORCES THE IMPLEMENTATION AND IT DOESN'T HAPPEN, WHAT YOU TELL  
6 ME IN THESE PERCENTAGES DOESN'T MEAN ANYTHING. THAT'S THE  
7 PROBLEM.

8

9 **KAE ROBERTSON:** JUST ONE POINT OF CLARIFICATION. THE 59% DOES  
10 NOT COUNT THOSE INSTANCES WHERE IT WAS NOT FULLY UNDERSTOOD OR  
11 CARRIED OUT BY STAFF IN ALL INSTANCES.

12

13 **SUP. MOLINA, CHAIR:** I DON'T KNOW WHAT THAT MEANS.

14

15 **KAE ROBERTSON:** THAT MEANS THAT, IF THE POLICY WAS WRITTEN, THE  
16 TRAINING WAS DONE AND SPOT-CHECKING STAFF, THEY DIDN'T, IN A  
17 HUNDRED PERCENT OF THE TIME, FOLLOW THE POLICY OR DO WHAT WAS  
18 EXPECTED, THEN THEY WERE NOT-- IT WAS A DELIVERABLE THAT WAS  
19 NOT COUNTED AS ACCOMPLISHED. SO IT'S IN THAT 41-- IT WOULD  
20 THEN BE IN THE 41% THAT WASN'T COMPLETED.

21

22 **SUP. MOLINA, CHAIR:** I UNDERSTAND. BUT LET ME JUST TRY AND TELL  
23 YOU, ANY OTHER EVALUATION PROCESS, IN A TEST OF 100, IF I GOT  
24 41 RIGHT, I GOT A D-MINUS, IF NOT AN F. THAT'S WHAT IT MEANS  
25 TO ME.



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1

2 **KAE ROBERTSON:** THE 59% IS THE-- IS WHAT WAS RIGHT, NOT 41, 59,  
3 NOT TO-- AND THERE'S STILL REMEDIATION THAT WE'RE DOING WITH  
4 THE OTHER 41% OF THE STAFF, MORE TRAINING, AND WE'RE-- IT IS  
5 TAKING, AS I SAID, MORE TRAINING THAN ANYONE EXPECTED TO GET  
6 TO GOAL.

7

8 **SUP. MOLINA, CHAIR:** ANYBODY AND WHAT THIS REPORT ALSO SAYS IS  
9 THAT AUDIT AND COMPLIANCE IS NOT COMPLETED, YOUR REPORT.  
10 RIGHT, FRED? WE'RE STILL IN THE PROCESS OF DOING IT, WE'RE NOT  
11 GOING TO GET IT UNTIL THE END OF THE MONTH?

12

13 **FRED LEAF:** YES, A COUPLE WEEKS.

14

15 **SUP. MOLINA, CHAIR:** SO I WON'T EVEN BE ABLE TO TELL OF WHAT  
16 THOSE NUMBERS ARE AND THE BACKUP IS THERE. THAT'S THE  
17 HORRIFYING PART OF ALL OF IT, IS THAT EVERYTHING IS IN PROCESS  
18 AND I CAN'T FIGURE OUT WHAT TO DO AND ALL I KNOW THAT I DO  
19 HAVE A DUTY TO DO SOMETHING. AND SITTING AROUND AND WAITING IS  
20 NOT ONE OF THE BEST THINGS TO DO. AND ANYONE WHO KNOWS  
21 ANYTHING, HOW IMPATIENT I AM, I AM NERVOUS, AND I THINK WE  
22 NEED OPTIONS ABOUT WHAT TO DO AND I HAVE BEEN WILLING TO SAY  
23 THAT MAYBE WHAT WE NEED TO DO IS CLOSE THIS FACILITY AND  
24 REOPEN IT SO THAT WE HAVE THE KIND OF STABILITY THAT THIS  
25 COMMUNITY NEEDS AT ALL LEVELS. THAT, IF THEY'RE GOING TO GO



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1 INTO THIS HOSPITAL, THAT THEY'RE GOING TO BE ASSURED THAT THEY  
2 ARE GOING TO BE SAFE IN THIS HOSPITAL. THAT THEY GO INTO THIS  
3 HOSPITAL, THAT TAXPAYERS ARE GOING TO BE ASSURED THAT YOU'RE  
4 GOING-- NOT GOING TO HAVE DOCTORS ON THE TAKE OR CORRUPT  
5 PRACTICES GOING ON. THESE ARE ASSURANCES THAT, AT A MINIMUM,  
6 WE SHOULD BE ABLE TO PROVIDE THE PUBLIC. I DON'T KNOW WHY WE  
7 NEED TO BE PATIENT WITH FOLKS THAT DON'T HOLD UP THEIR END OF  
8 THE BARGAIN AND THAT'S WHAT I'M TROUBLED WITH TODAY. AND I  
9 KNOW THAT MAYBE THIS BOARD MAY BE MORE PATIENT THAN I AM BUT  
10 I'VE GOT TO TELL YOU, DR. GARTHWAITE, I'M AT WIT'S END AS TO  
11 WHAT TO DO AND I AM HOPING THAT NOBODY ELSE IS GOING TO COME  
12 IN AND BOUNCE US ON THE HEAD ABOUT OTHER KINDS OF COMPLIANCE  
13 PROBLEMS WE HAVEN'T MET. I HOPE THERE WON'T BE ANY MORE  
14 PATIENT DEATHS. I HOPE WE DON'T FIND ANY MORE CORRUPTION BUT  
15 OUR RECORD AND OUR HISTORY TELLS US THAT I'M NOT GOING TO BE  
16 THAT LUCKY.

17

18 **SUP. KNABE:** JUST ONE FOLLOW-UP QUESTION. ONE OF THE  
19 DELIVERABLES, OBVIOUSLY, IS THE, YOU KNOW, BY DECEMBER 31ST,  
20 FULL J.C.A.H.O. ACCREDITATION. WITH NAVIGANT'S CONTRACT  
21 EXPIRING PRIOR TO THAT, HOW DO WE EXPECT TO HOLD THEM TO THAT  
22 DELIVERABLE?

23

24 **KAE ROBERTSON:** WE'RE GOING TO DO TWO-- IT'S UP TO YOU GUYS TO  
25 ANSWER BUT WE ARE DOING TWO J.C.A.H.O. SURVEYS: ONE FOR JULY



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1 AND ONE FOR SEPTEMBER AND THEN APPLICATION IN PLACE BY THE  
2 TIME THE CONTRACT EXPIRES.

3

4 **DR. THOMAS GARTHWAITE:** I WOULD ALSO LIKE TO BE CLEAR THAT I  
5 WOULD ASSUME THAT WE WILL NOT BE SUCCESSFUL IN RECRUITING A  
6 HUNDRED PERCENT OF THE MANAGEMENT WE WILL NEED BY THE END OF  
7 THE CONTRACT AND WE WILL HAVE TO AT LEAST FACE NEGOTIATING  
8 WITH NAVIGANT FOR SOME CONTINUED PRESENCE FOR A PERIOD OF  
9 TIME. WE'RE GOING TO GIVE IT EVERY ATTEMPT TO GETTING EVERY  
10 POSITION FILLED WITH THE RIGHT INDIVIDUALS BUT I'M ALSO  
11 REALISTIC. I THINK IT'S FAIR TO SAY THAT.

12

13 **SUP. BURKE:** I HAVE TO SAY SOMETHING HERE. I THOUGHT WE WERE  
14 INVOLVED IN INVESTIGATIONS IN ORDER TO DETERMINE ANY  
15 IMPROPRIETIES OR FRAUD THAT WAS GOING ON. I ASSUME WHEN THE  
16 INVESTI-- THE REASON WE HAVE INVESTIGATIONS IS BECAUSE WE'RE  
17 LOOKING INTO SOME OF THESE THINGS AND I WOULD ASSUME THAT  
18 THERE WILL BE SOMEONE WHO COMES UP AND VERIFIES THOSE CASES  
19 WHERE THERE HAS BEEN FRAUD. IT'S NOT...

20

21 **DR. THOMAS GARTHWAITE:** ABSOLUTELY.

22

23 **SUP. BURKE:** THE ONLY WAY YOU'RE GOING TO CORRECT ANYTHING IS  
24 TO HAVE AN INVESTIGATION AND THESE ARE, IN MANY INSTANCES,  
25 YOU'RE TALKING ABOUT CIVIL SERVICE EMPLOYEES. NOW, MY



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1 UNDERSTANDING WAS THAT THERE ARE INVESTIGATIONS GOING ON,  
2 THERE ARE INVESTIGATIONS GOING ON IN TERMS OF TIMECARD FRAUD,  
3 PHYSICIANS WHO ARE NOT ADMINISTERING AND THE REASONS WE'RE  
4 HAVING THEM IS BECAUSE WE HAVE SUBSTANTIAL EVIDENCE THAT THIS  
5 IS TRUE. SO, SUPERVISOR MOLINA, YOU ARE GOING TO FIND SOME  
6 OTHER CASES IF THEY ARE GOING FORWARD WITH THESE  
7 INVESTIGATIONS AND, YOU KNOW, YOU MIGHT AS WELL GET READY.  
8 THERE WILL BE A STORY ABOUT PEOPLE WHO ARE FOUND TO HAVE  
9 VIOLATED TRUST AND WHO HAVE VIOLATED THE POLICIES. SO THAT'S  
10 WHAT YOU'RE ABOUT DOING. YOU'RE ABOUT FINDING WHAT'S WRONG,  
11 YOU'RE ABOUT CORRECTING IT AND, YES, YOU WILL FIND THAT THERE  
12 ARE SOME PEOPLE WHO HAVE VIOLATED POLICIES AND PERHAPS LAWS.  
13 NOW, IN TERMS OF-- LET ME SAY ON THE OTHER THING, IN TERMS OF  
14 DEATHS, I WOULD HOPE THAT THERE WOULD BE NEVER ANOTHER DEATH  
15 AT MARTIN LUTHER KING HOSPITAL THAT IS NOT APPROPRIATE BUT  
16 WHEN I TALK TO PEOPLE AT OTHER HOSPITALS AND THEY SAY THE  
17 NUMBER OF INVESTIGATIONS THEY HAVE OF DEATHS, THEY DO IT  
18 ROUTINELY. THEY HAVE PEER REVIEW ON EVERY SINGLE ONE AND THEY  
19 DO HAVE THOSE-- WHAT THEY-- I CAN'T REMEMBER THE INITIAL YOU  
20 CALL IT, WHAT-- IN TERMS...

21

22 **DR. THOMAS GARTHWAITE:** M. AND M.,

23

24 **SUP. BURKE:** WHAT IS IT?

25





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1 **DR. THOMAS GARTHWAITE:** M. AND M., MORBIDITY AND MORTALITY  
2 CONFERENCE FOR REVIEW.

3

4 **SUP. BURKE:** THEY HAVE A CONFERENCE AND THEY HAVE THESE AT  
5 EVERY HOSPITAL IN THE NATION AND THEY GO ON AND WE SHOULD HAVE  
6 THEM AT KING.

7

8 **KAE ROBERTSON:** WE DO. WE DO.

9

10 **SUP. BURKE:** AND I WOULD HOPE THAT PEOPLE DON'T GET NERVOUS AND  
11 SAY, OKAY, WE'RE NOT GOING TO HAVE THEM BECAUSE WE'RE AFRAID  
12 THAT WE'RE GOING TO GET A BAD IN THE "L.A. TIMES" IF THEY  
13 FOUND OUT THAT WHAT WAS-- HAPPENED IN TERMS OF THE TREATMENT  
14 DID NOT FOLLOW WHAT IS REQUIRED BY SPECIFIC POLICIES, SOME OF  
15 WHICH MAY NOT NECESSARILY AFFECT WHETHER OR NOT THERE WAS CARE  
16 GIVEN BUT THESE ARE SPECIFIC REQUIREMENTS OF CARE DURING A  
17 PERSON WHO IS IN TERMINAL ILLNESSES AND OTHER SITUATIONS. SO,  
18 YES, WE ARE GOING TO HAVE ISSUES BUT WE'RE GOING TO CORRECT  
19 THEM IS WHAT I WOULD HOPE. NOW, YOU SAY CLOSING THE HOSPITAL,  
20 YOU WANT TO CLOSE THE HOSPITAL OR THIS IS ONE OF THE  
21 ALTERNATIVES YOU WANT TO LOOK AT. YOU HAVE-- WHEN YOU LOOK AT  
22 THAT, YOU ALSO HAVE TO LOOK AT WHAT THE ALTERNATIVE IS WHEN  
23 YOU FIRE ALL THOSE 3,000 PEOPLE THAT YOU CALL A CESSPOOL BUT  
24 YOU ADMIT THAT SOME OF THE PEOPLE ARE DOING A GOOD JOB, SOME



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1 OVER HERE ARE DOING IT BUT ALL OF THEM, YOU HAVE LABELED AS  
2 PART OF A CESSPOOL.

3

4 **SUP. MOLINA, CHAIR:** MS. BURKE, I DIDN'T CALL IT A CESSPOOL.

5

6 **SUP. BURKE:** WHAT DID YOU CALL IT?

7

8 **SUP. MOLINA, CHAIR:** I SAID OTHER PEOPLE HAVE TOLD ME IT'S A  
9 CESSPOOL, OKAY?

10

11 **SUP. BURKE:** I THOUGHT YOU SAID IT'S A CESSPOOL.

12

13 **SUP. MOLINA, CHAIR:** BUT, MS. BURKE, LET ME TELL YOU ONE OTHER  
14 THING. AND I WOULD BE WORTH YOUR WHILE TO READ THESE REPORTS,  
15 OKAY? IT WOULD BE WORTH YOUR WHILE...

16

17 **SUP. BURKE:** BOTH OF THESE REPORTS YOU...

18

19 **SUP. MOLINA, CHAIR:** BEFORE YOU LECTURE ME, IT WOULD BE WORTH  
20 YOUR WHILE TO READ THESE REPORTS!!

21

22 **SUP. BURKE:** I READ EVERY ONE THAT COMES IN AND ALSO I READ...

23

24 **SUP. MOLINA, CHAIR:** WELL, IF YOU READ THEM...

25



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1    **SUP. BURKE:** YES, I HAVE READ THEM AND...

2

3    **SUP. MOLINA, CHAIR:** EXCUSE ME JUST A MINUTE.

4

5    **SUP. BURKE:** ...YOU KNOW WHAT? OKAY, JUST A SECOND...

6

7    **SUP. MOLINA, CHAIR:** MS. BURKE, YOU INTERRUPTED ME.

8

9    **SUP. BURKE:** OKAY.

10

11    **SUP. MOLINA, CHAIR:** IT WOULD BE WORTH YOUR WHILE TO READ THESE  
12    REPORTS BECAUSE LET ME TELL YOU... [ OVERLAPPING VOICES ]

13

14    **SUP. MOLINA, CHAIR:** WAIT, WAIT, JUST A SECOND.

15

16    **SUP. BURKE:** YOU'RE NOT THE ONLY PERSON WHO KNOWS HOW TO SCREAM  
17    DOWN HERE.

18

19    **SUP. MOLINA, CHAIR:** I DON'T THINK IT SHOULD TAKE SIX TO EIGHT  
20    MONTHS TO DO AN INVESTIGATION. I THINK AND BECAUSE YOU HAVE  
21    DOCTORS AND I SPOKE WITH ONE OF THEM, THAT, IF YOU WOULD JUST  
22    GIVE THEM THE AUTHORITY, IF YOU WOULD EVEN DIALOGUE WITH THEM,  
23    YOU WOULD FIND OUT WHAT'S GOING ON. YOU DON'T NEED TO HIRE A  
24    DETECTIVE TO CHASE AROUND THESE DOCS. EVERYBODY AT M.L.K.  
25    KNOWS WHAT'S GOING ON AND IT JUST REQUIRES SOME ATTENTION AND



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1 IT'S NO DIFFERENT, MS. BURKE, THAN EVEN THIS THING WITH THE  
2 PHARMACY-- WITH THE LAB AND PUTTING UP THE CAMERAS. WHY DO WE  
3 HAVE TO REQUEST TO DRAFT A LETTER? WHY DO WE HAVE TO WAIT 14  
4 DAYS? IT SHOULD BE TREATED AS THOUGH THIS IS AN URGENT ISSUE  
5 AND WE MUST ADDRESS IT. THAT'S THE POINT AND IT WOULD BE WORTH  
6 YOUR WHILE TO SEE HOW LONG THESE INVESTIGATIONS TAKE, AND IT  
7 WOULD BE WORTH YOUR WHILE TO SEE THE REPORTS BACK AND FORTH.  
8 HE'S GOING TO DRAFT THE LETTER TO INFORM THE INDIVIDUAL THAT  
9 HE'S GOING TO BE LET GO. HE IS GOING TO INVESTIGATE. THEY HAVE  
10 SO MUCH TIME. THERE SHOULD JUST BE ONE PERSON THAT TRACKS  
11 THESE THINGS AND KEEPS THESE THINGS... IT WOULD BE WORTH YOUR  
12 WHILE, MS. BURKE, TO LOOK AT SOME OF THESE AND TO NOT TREAT  
13 IT, YOU KNOW, THINGS HAPPEN, IT HAPPENS ANYWHERE. WE ARE IN A  
14 CRISIS AND THIS REQUIRES CRISIS MANAGEMENT AND CRISIS  
15 MANAGEMENT DOES NOT PUT IT ON A SLOW [ SPANISH WORD ] TO GET  
16 WHERE IT'S SUPPOSED TO GET AT A CERTAIN TIME. IT MEANS YOU  
17 DEAL WITH IT AT THAT MOMENT.

18

19 **SUP. BURKE:** AND I...

20

21 **SUP. MOLINA, CHAIR:** IF YOU NEED THOSE CAMERAS THERE TODAY, YOU  
22 PICK UP THE PHONE, YOU CALL ANELLE GRAJEDA AND YOU SAY,  
23 "ANELLE, IT IS AN EMERGENCY. WHEN CAN I MEET YOU? AT 7:00 IN  
24 THE MORNING? AT 3:00 IN THE AFTERNOON? AT 8:00 TONIGHT? I NEED  
25 TO DISCUSS HOW TO RESOLVE THIS ISSUE." WHEN YOU HAVE A DOCTOR



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1 THAT IS CHEATING ON HIS TIME, IT SHOULDN'T BE REQUIRE IT TO BE  
2 REFERRED ON THE LITTLE BUREAUCRATIC [ SPANISH WORD ] TO AUDIT  
3 AND COMPLIANCE. WE SHOULD BE ABLE TO CALL THAT GUY IN AND  
4 SAYS, "WERE YOU HERE? YOU WEREN'T HERE TODAY? WERE YOU HERE  
5 YESTERDAY? LET'S FIND OUT WHAT'S GOING ON. LET'S YOU AND I  
6 DRIVE TO WHERE YOU AND FIND OUT." IT DOESN'T REQUIRE ALL OF  
7 THIS. SIX TO EIGHT MONTHS, ON AVERAGE, FOR THESE THINGS. I'M  
8 JUST SAYING THAT WE'VE GOT TO GET TO THE BOTTOM. YES,  
9 UNFORTUNATELY, WITH ALL THAT I KNOW WHAT'S GOING ON, WE ARE  
10 GOING TO FIND MORE OF THOSE AND THAT'S VERY UNFORTUNATE. BUT  
11 WHAT I'M SAYING TO YOU IS THAT IF, IN THREE MONTHS, WE'RE  
12 SUPPOSED TO BE SOME TURNAROUND, I'M JUST ASKING YOU, HOW CAN I  
13 TRUST THAT, IN THREE MONTHS, I'M NOT GOING TO HAVE WHAT I HAVE  
14 TODAY? THAT'S ALL I'M TELLING YOU, BOTH YOU AND KAE AND  
15 EVERYONE ELSE. IF WE ARE GOING TO TRUST THAT THE NEXT THREE  
16 MONTHS ARE GOING TO BE PUTTING IN PLACE THE CRITICAL CRISIS  
17 AND SOME MANAGEABLE REVIEW SO THAT WE CAN MAKE A DETERMINATION  
18 AS TO HOW TO PROTECT OURSELVES, NOT ONLY FROM THE CORRUPTION  
19 AND THE ABUSE BUT ALSO PROTECT OURSELVES AS FAR AS TAXPAYERS  
20 TRUSTING US TO DO THEIR WORK ON THEIR BEHALF AND PATIENTS  
21 TRUSTING OUR SAFETY NET AND POLICY MAKERS TRUSTING US AS FAR  
22 AS OUR DOLLARS. THAT'S ALL I'M SAYING. THIS REPORT DOES NOT  
23 GIVE ME THE CONFIDENCE TO TRUST THAT BUT, BELIEVE ME, I WANT  
24 TO. AND THERE ARE OTHER PEOPLE THAT I'M RELYING ON TO AS WELL  
25 AND YOU KNOW THAT I'M TALKING TO THEM. HOPEFULLY, THIS



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1 ADVISORY COMMITTEE IS GOING TO BE THE HANDS-ON KIND OF GROUP.  
2 THEY'RE THE KIND OF FOLKS THAT KNOW HOW TO ASK THE QUESTIONS  
3 BECAUSE I CERTAINLY DON'T KNOW. THEY'RE THE KIND OF FOLKS THAT  
4 ARE GOING TO BE ABLE TO TELL ME WHETHER IT'S WORKING OR NOT  
5 AND, HOPEFULLY, THEY'RE NOT GOING TO SUGAR COAT IT BECAUSE I  
6 CAN'T DEAL WITH IT. I NEED TO DEAL WITH, WHAT IS IT, THE HARD  
7 PILL THAT I'VE GOT TO SWALLOW IN ORDER TO MAKE THIS SYSTEM  
8 WORK FOR US. SO, AGAIN, MS. BURKE, MAYBE THOSE ARE OVERLY  
9 DRAMATIC WORDS BUT I'VE GOT TO TELL YOU, I'M IN A CRISIS NOW  
10 AS TO WHAT TO DO AND IT ISN'T JUST ABOUT ADVICE. I GOT PLENTY  
11 ADVICE. I NEED A PATHWAY OF HOW TO CORRECT IT AND WAITING TWO  
12 TO FIVE YEARS IS NOT A PATHWAY FOR ME. I NEED SOMETHING MORE  
13 IMMEDIATE THAT TELLS ME, THAT GIVES ME SOME CONFIDENCE THAT  
14 I'M GOING TO MAKE AN APPROPRIATE DECISION AND I'M GOING TO  
15 HAVE THE CONFIDENCE, THE TRUST THAT THAT DECISION THAT I MAKE  
16 WILL BE THE RIGHT ONE. THAT'S WHAT I'M ASKING FROM YOU HERE  
17 TODAY.

18

19 **SUP. YAROSLAVSKY:** MADAM CHAIR, CAN I...

20

21 **SUP. MOLINA, CHAIR:** YES, SIR.

22

23 **SUP. YAROSLAVSKY:** I APPRECIATE YOUR FRUSTRATION. I THINK WE'RE  
24 ALL FRUSTRATED BY THIS AND I WOULD-- I DON'T THINK ANY MORE  
25 NEEDS TO BE SAID ABOUT THAT. I THINK THAT, AT ONE POINT OR





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1 ANOTHER, WE'VE ALL EXHIBITED OUR FRUSTRATION. I'VE HAD A LOT  
2 OF SOUL SEARCHING TO DO ABOUT THIS MYSELF AND I'M JUST GOING  
3 TO SHARE WITH YOU MY VIEW OF THIS. WE HIRED NAVIGANT, WE GAVE  
4 THEM A ONE-YEAR CONTRACT; NOT A SIX-MONTH CONTRACT BUT A ONE-  
5 YEAR CONTRACT. WE HAVE A PLAN, SUCH AS IT IS. AND MY OLD  
6 FRIEND, CHARLIE MELHORN, THE LATE CHARLIE MELHORN, WHO WAS A  
7 CONSTITUENT OF MINE, THAT WAS A FORMER NAVY-- WORLD WAR II  
8 NAVY PILOT USED TO SAY, "ZEV, YOU PLAN THE FLIGHT AND THEN YOU  
9 FLY THE PLAN." AND WE'VE GOT TO HAVE AT LEAST A SEMBLANCE OF  
10 PERSEVERANCE IN THE PLAN. THAT'S NOT TO SAY THAT, WHEN THINGS  
11 GO WRONG OR THINGS ARE UNANTICIPATED, WE DON'T MAKE A MID-  
12 COURSE CORRECTION, WHICH IS ALSO A NAVAL AIR TERM BUT WE GO  
13 FORWARD WITH THE PLAN. IT IS NOT A PLAN THAT, EVERY TIME  
14 THERE'S A PROBLEM, THAT WE BRING EVERYTHING TO A GRINDING HALT  
15 OR THAT WE QUESTION THE VERY FUNDAMENTALS OF WHERE WE'VE BEEN  
16 GOING BECAUSE WE SAID, AT THE BEGINNING, IF NOBODY ELSE DID, I  
17 CERTAINLY DID, THAT THIS PROBLEM WASN'T GOING TO BE FIXED IN A  
18 YEAR. IT'S IMPOSSIBLE TO FIX IT IN A YEAR. THE CONTRACT WAS  
19 FOR A YEAR AND HOPEFULLY WAS THAT WE WOULD MAKE SOME PROGRESS,  
20 SUFFICIENT PROGRESS THAT WE WILL HAVE TURNED A CORNER IN A  
21 YEAR BUT IT WASN'T GOING TO BE FIXED IN A YEAR. BUT WE HAVE A  
22 PLAN AND IT'S NOT PERFECT AND IT HASN'T BEEN PERFECT AND  
23 THINGS HAVE COME UP. THERE'S A PROVISION IN THE CONTRACT THAT  
24 THIS BOARD UNANIMOUSLY APPROVED THAT PROVIDES FOR ANOTHER ITEM  
25 THAT'S ON OUR AGENDA THAT'S FOLDED INTO THIS WHICH IS FOR



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1 NAVIGANT TO ASK FOR MORE FUNDS, AND THEY HAVE DONE SO. AND  
2 IT'S NOT A SURPRISE. IT WAS ACTUALLY-- AS WAS ALLUDED TO  
3 EARLIER, IT WAS WRITTEN INTO THE CONTRACT. WE NEED TO DEAL  
4 WITH THAT. I HOPE WE'LL DEAL WITH THAT TODAY BECAUSE, AT THE  
5 END OF THE DAY, FOR ME, IT'S NOT ABOUT PUBLIC RELATIONS, IT'S  
6 NOT ABOUT THE HUMILIATION. THERE'S BEEN PLENTY OF THAT TO GO  
7 AROUND EVERYWHERE. AT THIS POINT IN TIME, IT'S ABOUT-- IT'S  
8 ABOUT OUR CLIENTS, IT'S ABOUT OUR PATIENTS AND WHAT'S BEST FOR  
9 OUR PATIENTS AND I KNOW EVERY MEMBER OF THIS BOARD FEELS THAT  
10 WAY. THAT'S THE MOST IMPORTANT THING FOR EVERY SINGLE MEMBER  
11 OF THE BOARD. WE DON'T LIKE READING ABOUT IT IN THE NEWSPAPER  
12 BUT IT'S A FREE COUNTRY AND WE HAVE A FREE PRESS AND THEY  
13 SERVE A USEFUL PURPOSE AND THEY CERTAINLY HAVE SERVED A USEFUL  
14 PURPOSE IN THIS CASE BECAUSE, IF IT HADN'T HAVE BEEN FOR THE  
15 FREE PRESS IN THIS TOWN ON THIS ISSUE, NAVIGANT WOULDN'T BE  
16 HERE AND WE'D STILL BE OPERATING AS WE WERE A YEAR AND A HALF  
17 AGO. WE ALL KNOW THAT. SO AT LEAST I'M GRATEFUL FOR THE AMOUNT  
18 OF RESOURCES THAT THEY INVESTED IN THIS AND NOW IT'S TIME TO  
19 US TO STEP UP TO THE PLATE. I THINK WE HAVE DEMONSTRATED A  
20 WILLINGNESS TO STEP UP TO THE PLATE NOW. I AM FRUSTRATED, TOO,  
21 AND I'M NOT GOING TO TELL YOU THAT I'M NOT BUT I CAN'T MAKE A  
22 JUDGMENT ABOUT WHERE WE ARE BASED ON ONE EVENT OR TWO EVENTS  
23 OR TWO NEWSPAPER STORIES OR AN EDITORIAL OR WHAT HAVE YOU.  
24 THEY'RE ALL IMPORTANT. BUT WE HAVE TO LOOK AT THE TOTALITY OF  
25 THE SITUATION AT THE HOSPITAL. ARE WE MOVING IN THE RIGHT



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1 DIRECTION? ARE WE ON THE RIGHT TRACK OR ON THE WRONG TRACK, TO  
2 USE A FAVORED PUBLIC OPINION SURVEY QUESTION? RIGHT  
3 TRACK/WRONG TRACK? AND I THINK SOME OF THE FRUSTRATION YOU  
4 HEAR FROM US AND CERTAINLY YOU'VE HEARD IT FROM ME BEFORE IS  
5 I'M NOT-- I DON'T KNOW THE ANSWER TO THAT QUESTION. AND MAYBE  
6 IT'S TOO EARLY TO KNOW ALTHOUGH I THINK, AFTER SIX MONTHS, I  
7 SHOULD HAVE A SENSE WHETHER RIGHT TRACK/WRONG TRACK BUT  
8 CERTAINLY WE ASKED DR. GARTHWAITE LAST TIME WHEN WOULD BE AN  
9 APPROPRIATE TIME TO TAKE STOCK. HE SAID 60 TO 90 DAYS. IT'S  
10 NOW 120 DAYS, IT'S AUGUST, AND IF THAT'S WHAT IT IS, THAT'S  
11 WHAT IT IS. AND YOU HAVE SOME DELIVERABLES AND SOME BENCHMARKS  
12 AGAINST WHICH WE CAN MEASURE PROGRESS AND I HOPE THAT WE'LL BE  
13 ABLE TO SEE PROGRESS IN THAT REGARD. WE'VE GOT TO HAVE-- IT'S  
14 NOT A MATTER OF PATIENCE FOR THE SAKE OF-- I MEAN, I DON'T  
15 CONFUSE PATIENCE WITH A SEDENTARY ATTITUDE ABOUT AN ISSUE.  
16 YOU'VE GOT TO HAVE STAYING POWER TO SEE THIS STUFF THROUGH.  
17 THIS PLACE HAS BEEN-- WHAT WE ARE FACING THERE IS THE PRODUCT,  
18 AND EVERY ONE OF US KNOWS IT, OF THREE DECADES OF NEGLECT, OF  
19 LACK OF STANDARDS, OF LACK OF ACCOUNTABILITY. IT'S NOT JUST--  
20 THIS ISN'T SOMETHING THAT DIDN'T COME UP A YEAR AND A HALF  
21 AGO. IT'S BEEN THERE AND IT'S BEEN THERE LONG BEFORE ANYBODY--  
22 MOST EVERYBODY HERE WAS ON THIS BOARD. SO TO TURN THAT AROUND  
23 ON A DIME IS IMPOSSIBLE. IT WOULD HAVE BEEN POSSIBLE IF WE HAD  
24 MADE THE DECISION LAST NOVEMBER, WHENEVER WE-- I THINK IT WAS  
25 NOVEMBER, TO CLOSE THE HOSPITAL. THAT WAS ONE OPTION, WHICH WE



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1 NEVER REALLY SERIOUSLY CONSIDERED, CLOSE IT, SHUT IT DOWN,  
2 FIRE EVERYBODY, START ALL OVER AGAIN. WE MADE THE DECISION,  
3 AND I BELIEVE IT WAS THE RESPONSIBLE DECISION, TO TRY TO FIX  
4 THE HOSPITAL WHILE WE OPERATED IT. AND WE KNEW AT THE TIME AND  
5 WE DISCUSSED IT AT THE TIME THAT, IF WE'RE GOING TO DO THAT,  
6 WE'RE GOING TO GET-- WE'RE GOING TO HAVE PROBLEMS THAT ARE  
7 GOING TO ARISE ALONG THE WAY BECAUSE YOU DON'T STOP ALL OF THE  
8 PROBLEMS IN, YOU KNOW, ON THE DIME. IT'S JUST NOT GOING TO  
9 HAPPEN. SO IF YOU HAVE CORRUPT DOCTORS, WHICH WE DID, AND I  
10 REMEMBER VERY WELL CONGRESSMAN WATERS LECTURING ME AT THE  
11 BEILENSON HEARING AT KING DREW MAGNATE SCHOOL, "MR.  
12 YAROSLAVSKY, DO YOU REALLY WANT TO USE THE TERM CORRUPTION?"  
13 REMEMBER THAT, EVERYBODY? I THINK YOU ALL DO. WHAT'S THAT  
14 PHRASE, MR. FORTNER, RES IPSA LOQUITUR, IT SPEAKS FOR ITSELF.  
15 NOW, YOU DON'T STOP THAT OVERNIGHT AND WE'RE GOING TO HAVE TO  
16 ABSORB THOSE PROBLEMS, PROVIDED THAT WE'RE MOVING, GENERALLY,  
17 IN THE RIGHT DIRECTION. NOW, WE HAVE TO BE PREPARED AND THIS  
18 IS WHAT I-- I WAS GOING TO WAIT UNTIL AFTER THE PUBLIC HEARING  
19 BUT MIGHT AS WELL DO IT BEFORE THE PUBLIC HEARING, MR. KNABE  
20 AND I WANTED TO INTRODUCE A MOTION, PUT IT ON THE TABLE. I  
21 DON'T WANT TO BE IN A POSITION IN AUGUST AS WE WERE WHEN WE  
22 EXTENDED THE CONTRACT FOR DREW UNIVERSITY. BY ENTERING INTO A  
23 TWO-YEAR CONTRACT WITH DREW UNIVERSITY, WE BASICALLY FROZE OUT  
24 OUR OPPORTUNITY TO DO ANYTHING ELSE, TO EXERCISE ANY OTHER  
25 ALTERNATIVES. WE WERE STUCK. AND, BY NOT ACTING AT A CERTAIN



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1 TIME, WE HAD MADE-- WE HAD TAKEN A CERTAIN ACTION. I WANT US  
2 TO BE IN A POSITION, A CREDIBLE-- TO CREDIBLY EXERCISE  
3 ALTERNATIVES IF WE SHOULD SO CHOOSE IF, IN OUR JUDGMENT,  
4 COLLECTIVELY, WITH OUR EXPERTS AND-- ET CETERA, IF WE'VE  
5 DETERMINED THAT THIS THING IS JUST NOT GOING ANYWHERE AND THAT  
6 WE NEED TO TAKE ANOTHER PATH. SO THE MOTION THAT I HAVE, AND I  
7 WANT TO READ THE WHOLE-- WELL, IT'S NOT THAT LONG, MR. KNABE  
8 AND I HAVE, "THE COUNTY SHOULD DEVELOP A CONTINGENCY PLAN TO  
9 ENSURE THE PROVISION OF QUALITY MEDICAL SERVICES IN SOUTH LOS  
10 ANGELES COUNTY AREA IF OPERATIONS AT KING DREW MEDICAL CENTER  
11 DO NOT IMPROVE PRIOR TO THE EXPIRATION OF THE NAVIGANT  
12 CONTRACT. SERVICES PROVIDED AT KING DREW MEDICAL CENTER ARE  
13 TOO IMPORTANT TO THE SAFETY NET TO BE LOST. WE, THEREFORE,  
14 MOVE THAT THE CHIEF ADMINISTRATIVE OFFICER, IN CONJUNCTION  
15 WITH THE DEPARTMENT OF HEALTH SERVICES, THE COUNTY COUNSEL AND  
16 OTHER APPROPRIATE DEPARTMENTS, BE INSTRUCTED TO DEVELOP A  
17 CONTINGENCY PLAN TO ENSURE THAT PROVISION OF QUALITY MEDICAL  
18 SERVICES IN THE SOUTH LOS ANGELES AREA, IF OPERATIONS AT KING  
19 DREW MEDICAL CENTER DO NOT IMPROVE PRIOR TO THE EXPIRATION OF  
20 THE NAVIGANT CONTRACT. THE PLAN SHOULD CALL FOR CONTRACTING  
21 OUT THE ENTIRE OPERATION OF THE HOSPITAL TO A QUALIFIED  
22 HOSPITAL SERVICE PROVIDER EMPLOYING QUALIFIED PERSONNEL.  
23 INsofar AS POSSIBLE, THE PLAN SHOULD CALL FOR CONTINUED  
24 PROVISIONS OF ALL HOSPITAL SERVICES DURING THE TRANSITION FROM  
25 COUNTY OPERATION TO CONTRACTOR OPERATION. I FURTHER MOVE, WE



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1 FURTHER MOVE THAT THE C.A.O. AND THE-- AND OTHER APPROPRIATE  
2 DEPARTMENTS BE INSTRUCTED TO CONTACT POTENTIAL QUALIFIED  
3 PROVIDERS OF HOSPITAL SERVICE IN ORDER TO DETERMINE WHETHER--  
4 UNDER WHAT CONDITIONS AND IN WHAT PERIOD OF TIME THEY WOULD BE  
5 WILLING AND ABLE TO OPERATE THE KING DREW MEDICAL CENTER  
6 HOSPITAL ON A CONTRACTUAL BASIS WITH THE COUNTY AND REPORT  
7 BACK WITH ESTIMATED COSTS. (2) THAT THE COUNTY COUNSEL BE  
8 INSTRUCTED TO REPORT BACK TO THE BOARD ON THE LEGAL  
9 REQUIREMENTS FOR SUCH A PLAN AND THAT THE C.A.O. AND THE  
10 DEPARTMENT OF HEALTH SERVICES BE INSTRUCTED TO REPORT BACK ON  
11 THE EMPLOYEE RELATIONS IMPLICATIONS OF SUCH A PLAN. (3) THE  
12 C.A.O. AND THE DEPARTMENT OF HEALTH SERVICES BE INSTRUCTED TO  
13 JOINTLY OPEN DISCUSSIONS WITH U.C.L.A. AND U.S.C. SCHOOLS OF  
14 MEDICINE TO DETERMINE WHAT ROLE, IF ANY, THEY COULD PLAY IN A  
15 CONTRACTED-OUT HOSPITAL. WE KNOW THE ROLE THEY WANT TO PLAY IN  
16 THIS HOSPITAL BUT IN A CONTRACTED OUT HOSPITAL. AND, FINALLY,  
17 NUMBER 4, THESE REPORTS BE PRESENTED TO THE BOARD OF  
18 SUPERVISORS ON OR BEFORE AUGUST 2ND SO THAT, IF OPERATIONS AT  
19 KING DREW MEDICAL CENTER DO NOT QUALITATIVELY IMPROVE BY THAT  
20 TIME, THE BOARD OF SUPERVISORS WILL BE IN A POSITION TO  
21 CREDIBLY IMPLEMENT AN ALTERNATIVE PLAN BEFORE THE EXPIRATION  
22 OF THE CURRENT NAVIGANT CONTRACT. SIMILARLY, IF OPERATIONS AT  
23 KING DREW MEDICAL CENTERS DO IMPROVE AND IF SUCH IMPROVEMENTS  
24 ARE SUFFICIENT TO RENDER A CONTRACTING PLAN UNNECESSARY, WORK  
25 ON SUCH A PLAN COULD BE SUSPENDED OR CANCELED AT ANY TIME."





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1 MADAM CHAIR, THIS DOES NOT PULL THE TRIGGER BUT IT-- TERRIBLE  
2 METAPHOR, I DON'T LIKE TO USE WEAPONRY METAPHOR BUT IT PUTS US  
3 IN A POSITION TO DO SO AND NOT MAKE EMPTY-- DOES NOT PUT US IN  
4 A POSITION WHERE WE ARE POWERLESS TO DO SOMETHING COME AUGUST,  
5 SEPTEMBER WHEN THIS REPORT COMES BACK. I THINK WE NEED TO KEEP  
6 OUR OPTIONS OPEN AS A BOARD AND AS A COUNTY. AT THE END OF THE  
7 DAY, THE HOSPITAL IS THE MOST IMPORTANT THING TO US AND THE  
8 PEOPLE IT SERVES. SO I HOPE TO GOD, I REALLY DO, THAT YOU'LL  
9 BE ABLE TO TURN THIS AROUND. I CAN'T GET INTO THE MICRO  
10 DETAILS. I CAN BUT I PREFER NOT TO. THERE ARE PLENTY OF MICRO  
11 PROBLEMS, THERE'S NO DOUBT ABOUT IT, AND THERE'S NO  
12 ORGANIZATION OF THIS SIZE THAT DOESN'T HAVE MICRO PROBLEMS OF  
13 SOME DEGREE. IT'S THE MACRO DIRECTION THAT I'M MOST INTERESTED  
14 IN NOW AND WE HAVE GOT TO SEE STEADY-- DOESN'T HAVE TO BE--  
15 DOESN'T HAVE TO BE, FROM MY POINT OF VIEW, WARP SPEED, AS MUCH  
16 AS WE'D LIKE IT BUT IT HAS TO BE STEADY AND QUALITATIVE,  
17 PALPABLE IMPROVEMENTS FROM TOP TO BOTTOM IN THE HOSPITAL. IF  
18 YOU CAN GET TO THAT POINT, AS THE OLD SAYING GOES, NOTHING  
19 SUCCEEDS LIKE SUCCESS. ONE SUCCESS WILL BREED MORE SUCCESSES.  
20 ON THE OTHER HAND, IF YOU DON'T HAVE SUCCESS, THEN IT'S JUST  
21 THE OPPOSITE. YOU'LL BE IN A DOWNWARD VORTEX. BUT WE NEED TO  
22 HAVE OUR OPTIONS OPEN AND, MR. JANSSEN, I WOULD HOPE THAT YOU,  
23 UNDER YOUR LEADERSHIP, WOULD MAKE SURE THAT, IF THE BOARD  
24 APPROVES THIS, THAT, BETWEEN NOW AND AUGUST, THAT YOU WOULD  
25 HAVE WHAT THIS MOTION CALLS FOR, AT LEAST BE IN A POSITION FOR



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1 US TO BE AND EVEN ALONG THE WAY, TO BE INFORMED ABOUT OUR  
2 ALTERNATIVES AND EVEN THE ALTERNATIVES TO THIS IF THEY SHOULD  
3 COME UP DURING THAT PERIOD OF TIME.

4

5 **SUP. KNABE:** MADAM CHAIR, IF I COULD JUST, AS CO-MAKER OF THE  
6 MOTION, JUST MAKE A COUPLE COMMENTS. I MEAN, ONE, I THINK  
7 WE'VE SAID FROM THE VERY BEGINNING THAT WE HAVE-- EVERYTHING  
8 HAS TO BE ON THE TABLE AS WE LOOK TO SOLVE THIS PROBLEM. WE DO  
9 HAVE A CONTRACT WITH NAVIGANT THAT I, TOO, BELIEVE WE SHOULD  
10 HONOR. I MEAN, IT'S HALFWAY THROUGH, WE NEED TO CONTINUE WITH  
11 THAT BUT SHOULD, YOU KNOW, BE SUCCESSFUL. AND I BELIEVE, WHEN  
12 YOU REFER TO THE J.C.A.H.O. ACCREDITATION, YOU WERE TALKING  
13 ABOUT THE MOCK ACCREDITATION TRIALS, NOT THE ACTUAL FINAL,  
14 RIGHT? WHEN YOUR CONTRACT EXPIRES. BUT PROBABLY THE MOST  
15 IMPORTANT PART OF THIS MOTION AND, AS WE TRY TO SOLVE THIS  
16 ISSUE AND SAVE THIS HOSPITAL, IS THE FACT THAT WE HAVE A  
17 BACKUP PLAN. I MEAN, AT LEAST BE ABLE TO PUT IT OUT THERE TO  
18 LOOK AT IT, AND, AGAIN, AS ZEV SAID, IT DOESN'T DO ANYTHING  
19 OTHER THAN PUT US IN A POSITION THAT WE LAY ANOTHER OPTION ON  
20 THE TABLE, TO BE PREPARED SHOULD WE NOT BE SUCCESSFUL AT THE  
21 END OF THE TIME BECAUSE, OBVIOUSLY, YOU HAVE A CONTRACT FOR A  
22 YEAR BUT YET, YOU KNOW, YOU'VE BEEN SITTING HERE SAYING IT'S  
23 TWO TO FIVE YEARS. I MEAN, WHAT HAPPENS? AND HOW MANY CHANCES  
24 CAN WE TAKE AND I THINK WE'RE ALL EXTREMELY FRUSTRATED. AND,  
25 YOU KNOW, AT LEAST FROM MY PERSPECTIVE, THIS IS JUST ANOTHER



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1    OPTION THAT NEEDS TO BE OUT THERE, SHOULD WE GET NOT A GOOD  
2    REPORT IN AUGUST. SO I WOULD ENCOURAGE A "YES" VOTE.

3

4    **SUP. MOLINA, CHAIR:** MS. BURKE?

5

6    **SUP. BURKE:** YES. I'D LIKE TO ASK THE COUNTY COUNSEL A COUPLE  
7    OF THINGS. WHEN WE CONTRACT OUT SERVICES, WHAT ARE THE  
8    REQUIREMENTS THAT WE HAVE TO MEET?

9

10    **LEELA KAPUR, COUNSEL:** SUPERVISOR BURKE, ONE OF THE PRIMARY  
11    REQUIREMENTS YOU'RE GOING TO HAVE TO DEAL WITH IF YOU'RE  
12    CONTRACTING OUT THE OPERATION OF THE FACILITY IS BOTH A  
13    BEILENSEN HEARING REQUIREMENT, WHICH YOU MAY NOT BE AWARE OF,  
14    BECAUSE IT'S NOT SOMETHING WE'VE USED BEFORE, AND ALSO A PROP  
15    A REQUIREMENT THAT WE WOULD HAVE TO ESTABLISH THAT IT'S COST  
16    EFFECTIVE.

17

18    **SUP. BURKE:** YOU'D HAVE TO DETERMINE THAT IT WAS COST  
19    EFFECTIVE? NOW, ORDINARILY, WHEN WE CONTRACT OUT SERVICES, THE  
20    EMPLOYEES PREVIOUSLY WHO HAVE BEEN WORKING ON THOSE SERVICES,  
21    WHAT DO WE DO? ARE THEY TERMINATED OR, AS PART OF THAT  
22    CONTRACT, WOULD THEY HAVE TO HIRE THOSE PEOPLE?

23

24    **LEELA KAPUR, COUNSEL:** THAT WOULD DEPEND ON HOW YOU NEGOTIATE  
25    THE CONTRACT, SUPERVISOR, AND THAT WOULD BE A POLICY CALL.



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1 OBVIOUSLY, IF WE ARE GOING TO IMPACT THE EMPLOYEES AND THEY'RE  
2 NOT GOING TO CONTINUE TO WORK IN THE FACILITY, WE WOULD HAVE  
3 THE CIVIL SERVICE RULES WE'D HAVE TO DEAL WITH AS FAR AS THE  
4 CASCADING OR THE RELEASE OF THOSE EMPLOYEES.

5

6 **SUP. BURKE:** HOW MANY EMPLOYEES DO WE HAVE AT KING DREW?

7

8 **FRED LEAF:** APPROXIMATELY 2,500.

9

10 **SUP. BURKE:** 2,500? AND YOU PROBABLY ARE AWARE OF SOME OF THE  
11 PEOPLE. I REALLY DON'T KNOW OF PEOPLE WHO CONTRACT FOR  
12 HOSPITALS. I KNOW THAT TENET PROBABLY-- WHO ARE SOME OF THE  
13 COMPANIES THAT CONTRACT TO OPERATE HOSPITALS? I KNOW PEOPLE  
14 WHO CONTRACT TO OPERATE EMERGENCY ROOMS. I KNOW CALIFORNIA HAS  
15 A CONTRACTOR WHO DOES THE EMERGENCY ROOM BUT I'M JUST NOT  
16 AWARE OF SOME OF THE PEOPLE. NAVIGANT, DO YOU CONTRACT TO  
17 OPERATE HOSPITALS OTHER THAN THE WAY YOU'RE DOING IT NOW?

18

19 **KAE ROBERTSON:** NO, WE HAVE NOT.

20

21 **SUP. BURKE:** DO YOU KNOW THE NAMES OF PEOPLE WHO CONTRACT TO  
22 OPERATE HOSPITALS?

23

24 **DR. THOMAS GARTHWAITE:** THERE'S SEVERAL SYSTEMS OUT THERE. I  
25 MEAN, THERE'S CATHOLIC HEALTHCARE WEST, THERE'S...



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The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** CATHOLIC HEALTHCARE WEST? DO THEY CONTRACT...

3

4 **DR. THOMAS GARTHWAITE:** THEY'RE A LARGE SYSTEM WHO POTENTIALLY  
5 COULD LOOK AT RUNNING ANOTHER HOSPITAL. I FORGET THE SYSTEM  
6 THAT ST. FRANCIS IS PART OF, THEY POTENTIALLY COULD LOOK AT  
7 RUNNING ANOTHER HOSPITAL. THERE'S A GROUP OF PHYSICIANS WHO  
8 BOUGHT DANIEL FREEMAN, CENTINELA AND...

9

10 **SUP. BURKE:** THAT JUST PURCHASED THEM, RIGHT?

11

12 **DR. THOMAS GARTHWAITE:** YEAH, WHETHER THEY-- WHAT POSITION  
13 THEY'RE IN, I'M ASSUMING THAT THEY'VE PROBABLY GOT THEIR HANDS  
14 FULL MANAGING TWO NEW FACILITIES, YOU KNOW, BEING...

15

16 **SUP. BURKE:** NO, THEY PURCHASED. THEY'RE OWNERS OF THE  
17 HOSPITAL.

18

19 **DR. THOMAS GARTHWAITE:** BUT TAKING OVER TWO NEW FACILITIES AND,  
20 YOU KNOW, THERE ARE OTHER HOSPITAL CHAINS THAT...

21

22 **SUP. KNABE:** WELL, THERE'S ALSO THE STATE OF CALIFORNIA. ORANGE  
23 COUNTY. WELL, I MEAN, THAT'S...

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. BURKE:** THE STATE OF CALIFORNIA DOES TAKE OVER  
2    CONTRACTING, OPERATING OF HOSPITALS?

3

4    **SUP. KNABE:** WELL, I MEAN, BASICALLY, THAT'S WHAT HAPPENED IN  
5    1978. I MEAN, THAT'S AN OPTION TO LOOK AT. I MEAN, IF THE  
6    STATE WANTS IT BACK, I MEAN, WE GET PLENTY OF HELP FROM SOME  
7    OF THE LEGISLATORS OUT THERE TO TELL US HOW TO PICK C.E.O.S  
8    AND HOW TO OPERATE A HOSPITAL. MAYBE THEY WANT IT BACK.

9

10   **SUP. ANTONOVICH:** YOU ALSO HAVE OTHER MEDICAL GROUPS THAT HAVE  
11   INTEREST THAT DO THIS. THERE'S NOT JUST ONE OUTSIDE...

12

13   **SUP. BURKE:** I'M JUST-- I'M JUST INTERESTED IN FINDING OUT SOME  
14   OF THE NAMES OF SOME OF THOSE PEOPLE WHO DO OPERATE HOSPITALS.

15

16   **DR. THOMAS GARTHWAITE:** AND I THINK, IN SEATTLE, I THINK THAT  
17   THE UNIVERSITY TOOK OVER THE COUNTY HOSPITAL AND OPERATED IT.

18

19   **SUP. BURKE:** AND CERTAINLY THE UNIVERSITY TOOK OVER ALL OF THE  
20   COUNTY HOSPITALS...

21

22   **SUP. KNABE:** '78.

23





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** IN '78. AND THEY TOOK OVER-- THE REGENTS TOOK OVER  
2   ORANGE COUNTY, THEY TOOK OVER SACRAMENTO AND THEY TOOK OVER  
3   SAN DIEGO.

4

5   **C.A.O. JANSSEN:** AND THOSE JURISDICTIONS THEN PURCHASE SERVICES  
6   FROM HOSPITALS, FROM CLINICS, FROM PROVIDERS DIRECTLY.

7

8   **SUP. BURKE:** YEAH, JIM LOTT IS HERE? IS HE...

9

10   **C.A.O. JANSSEN:** JIM IS HERE. AND I PRESUME WHAT YOU'RE TALKING  
11   ABOUT IS PURCHASING SERVICES AT KING FROM A PRIVATE OPERATOR.  
12   THAT'S WHAT YOU'RE TALKING ABOUT?

13

14   **SUP. BURKE:** OH, YOU'RE NOT TALKING ABOUT OPERATING KING AT  
15   ALL; IT WOULD BE CLOSED, IS THAT IT?

16

17   **SUP. YAROSLAVSKY:** NO, NO, NO. TALKING ABOUT HAVING A-- ANOTHER  
18   HOSPITAL SERVICE PROVIDER TAKE OVER THE HOSPITAL AND RUN IT  
19   AND I'M NOT GOING TO GET INTO IT HERE BUT I WILL TELL YOU THAT  
20   AT LEAST TWO PROMINENT NONPROFITS HAVE INDICATED A WILLINGNESS  
21   TO DISCUSS IT AND I'LL BE HAPPY TO DISCUSS IT WITH YOU  
22   PRIVATELY...

23



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The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** YEAH, I CERTAINLY WOULD BE BECAUSE I KNOW THAT  
2   WE'VE BEEN LOOKING AT PEOPLE TO TAKE OVER RANCHO FOR SOME  
3   TIME.

4

5   **SUP. YAROSLAVSKY:** WELL, THIS ISN'T RANCHO.

6

7   **SUP. BURKE:** NO, IT'S NOT RANCHO, I MEAN, RANCHO CERTAINLY HAS  
8   A REVENUE STREAM, AN EXCELLENT REVENUE STREAM AND-- BUT THERE  
9   ARE A COUPLE OF THINGS THAT I WOULD LIKE TO BE VERY CLEAR ON.  
10   THE ASSUMPTION OF THIS MOTION, IT SEEMS TO ME, IS THAT THERE  
11   HAS BEEN NO IMPROVEMENT TO DATE IN WHAT HAS BEEN DONE. AND I'D  
12   LIKE TO ALSO CLARIFY ONE OTHER THING. SUPERVISOR YAROSLAVSKY,  
13   YOU SAID THAT YOU HIRED NAVIGANT BECAUSE THERE WAS A STORY IN  
14   THE IN THE NEWSPAPER.

15

16   **SUP. YAROSLAVSKY:** NO, I DIDN'T SAY THAT.

17

18   **SUP. BURKE:** I VOTED TO HIRE-- WHAT DID YOU SAY?

19

20   **SUP. YAROSLAVSKY:** I DIDN'T SAY THAT.

21

22   **SUP. BURKE:** WHAT DID YOU SAY?

23

24   **SUP. YAROSLAVSKY:** I DON'T KNOW BUT I DIDN'T SAY THAT.

25



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The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** OKAY. I GOT THE IMPRESSION THAT'S WHAT YOU WERE  
2   SAYING. I WANT TO MAKE IT VERY CLEAR...

3

4   **SUP. YAROSLAVSKY:** WELL, WE CAN GO BACK AND LOOK AT THE  
5   TRANSCRIPT. THAT'S A GOOD THING HERE.

6

7   **SUP. BURKE:** I CERTAINLY VOTED TO HIRE NAVIGANT BECAUSE IT WAS  
8   UNDERSTOOD, WITH C.M.S., THAT THEY WANTED TO MOVE IN THAT  
9   DIRECTION AND I AM NOT PREPARED TO SAY, AT THIS MOMENT, THAT  
10   THERE HAS BEEN NO IMPROVEMENT. THERE HAS NOT BEEN THE KIND OF  
11   IMPROVEMENT THAT WE HAD WANTED. OF COURSE, I HAVE TO TELL YOU  
12   FRANKLY, I DID NOT THINK THAT THIS WHOLE SITUATION, THIS  
13   HOSPITAL WAS GOING TO BE BROUGHT INTO ABSOLUTE LEVEL OF  
14   QUALITY CARE THAT WE WANTED IN SIX MONTHS. YOU KNOW, I CANNOT  
15   BELIEVE THAT YOU CAN CORRECT SOMETHING THAT HAPPENS OVER 25  
16   YEARS IN 25 DAYS OR 300 DAYS. I THINK IT TAKES TIME,  
17   PARTICULARLY BECAUSE, WHEN YOU START FIRING PEOPLE, YOU THEN  
18   HAVE TO FIND SOMEONE TO TAKE THEIR PLACE AND THE TRAGEDY THAT  
19   HAPPENS, AND I KNOW EVERYBODY HERE WANTS TO FIRE EVERYBODY,  
20   THEY WANT TO FIRE YOU, GARTHWAITE, THEY WANT TO FIRE  
21   EVERYBODY, THEY WANT TO FIRE NAVIGANT BUT WHEN YOU FIRE THEN,  
22   YOU THEN NEED TO EITHER DO ONE OF TWO THINGS: NOT PROVIDE THE  
23   SERVICE YOU'RE SUPPOSED TO BE PROVIDING OR YOU HAVE TO HAVE  
24   SOMEONE WHO'S GOING TO MOVE FORWARD WHO HAS THAT OR BETTER  
25   QUALIFICATIONS TO PROVIDE THOSE SERVICES. AND THAT'S MY



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1 CONCERN, IS THAT I BELIEVE THAT NAVIGANT TOOK ON A TOUGH JOB  
2 AND I'M NOT PREPARED TO SAY THAT THERE'S BEEN NO IMPROVEMENT.  
3 I'M NOT PREPARED. AND I'LL TELL YOU THIS, I WAS PREPARED TO  
4 SAY, AFTER HEALTH SERVICES OPERATED FOR ONE YEAR, THAT THERE  
5 WAS NO IMPROVEMENT. I'M PREPARED TO SAY THAT. BUT I AM NOT  
6 PREPARED TO SAY THAT, SINCE NAVIGANT HAS BEEN THERE, THEY  
7 HAVEN'T IDENTIFIED THE PROBLEMS AND CORRECTED SOME OF THE  
8 PROBLEMS. THEY HAVE NOT CORRECTED ALL OF THEM AND THEY ARE NOT  
9 GOING TO CORRECT ALL OF THEM BY AUGUST OR BY THE END OF THEIR  
10 CONTRACT. IT'S GOING TO TAKE TIME AND WE HAVE TO EITHER MAKE A  
11 DECISION OF WHETHER WE'RE PREPARED TO PROVIDE HEALTH SERVICES  
12 OR IF WE JUST WANT SOME FAST SOLUTION, JUST LIKE YOU SAY,  
13 "OKAY, WE WANT, BY AUGUST, WE WANT ALL THESE PEOPLE HIRED, WE  
14 WANT ALL NEW PEOPLE, WE WANT THEM ALL TO BE GREAT." AFTER THEY  
15 LISTEN TO US DURING THIS HOUR, WHO WANTS TO TAKE A JOB THERE?  
16 WHO WANTS TO TAKE A CHANCE ON THEIR WHOLE CAREER GOING INTO A  
17 SITUATION LIKE THIS, WHERE YOU'RE ALREADY PUTTING IN A  
18 CONTINGENCY PLAN FOR A CONTRACTOR TO COME IN AND TERMINATE ALL  
19 THE COUNTY EMPLOYEES? NOW, I CERTAINLY FEEL THAT WE HAVE TO  
20 EITHER, AS YOU SAY, WE HAVE TO BE DEDICATED TO SOME COURSE AND  
21 EVERY TIME SOMEONE MAKES AN EDITORIAL, IF YOU'RE GOING TO LET  
22 THEM RUN THE HOSPITAL, LET THEM RUN THE HOSPITAL OR YOU'RE  
23 GOING TO HAVE TO SAY, "WE'RE MOVING IN A CERTAIN DIRECTION"  
24 AND EVALUATE HOW IT'S GOING. OBVIOUSLY, YOU HAVE TO EVALUATE  
25 IT. YOU HAVE TO. THE WHOLE REASON WE HAVE INVESTIGATIONS IS TO



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1 CORRECT FRAUD. WE NEED TO CORRECT THE FRAUD, WE NEED TO  
2 CORRECT THE PEOPLE WHO ARE STEALING. THERE WAS VIOLATIONS.  
3 THEY ARE FRAUD THAT'S GOING ON AND WE SHOULD CORRECT IT. AND  
4 PEOPLE WHO ARE NOT DOING THEIR JOB SHOULD BE FIRED. BUT I ALSO  
5 KNOW, IN THE CIVIL SERVICE SYSTEM, YOU DON'T JUST CALL UP AND  
6 SAY, "YOU'RE GONE, YOU'RE GONE." YOU HAVE TO GET SOME KIND OF  
7 CONFIRMATION THAT THEY HAVE VIOLATED WHAT THEY'RE SUPPOSED TO  
8 DO AND YOU HAVE TO PUT IT IN THEIR FILE OR YOU'RE GOING TO BE  
9 IN COURT, AS DR. GARTHWAITE HAS HINTED, YOU'RE GOING TO BE IN  
10 COURT ON A LOT OF THESE CASES AND YOU'RE GOING TO BE ALL UPSET  
11 WHEN YOU HAVE TO PAY MONEY ON THEM. SO I DO THINK THAT WE NEED  
12 TO TAKE SOME KIND OF APPROACH THAT'S A RATIONAL APPROACH AS WE  
13 PROCEED WITH SOME OF THESE THINGS. AND, ALSO, WHILE I'M  
14 SCREAMING, I'D LIKE TO ADD A COUPLE OF OTHER THINGS. I DO  
15 THINK THAT SOME OF THESE ISSUES THAT RELATE TO INDIVIDUALS,  
16 AND THEIR NAMES SHOULD BE DISCUSSED IN CLOSED SESSION, BECAUSE  
17 I QUESTION WHETHER OR NOT WE AREN'T GOING TO HAVE TO FACE A  
18 NUMBER OF THINGS AS FAR AS THAT'S CONCERNED, I BELIEVE WE  
19 SHOULD START TALKING ABOUT HOW WE DISCIPLINE PERSONNEL EITHER  
20 IN CLOSED SESSION OR THE PEOPLE THAT WE'VE GIVEN THE  
21 RESPONSIBILITY TO RUN THE HOSPITAL, THEY SHOULD BE-- WE SHOULD  
22 CALL THEM UP AND SAY, "YOU DISCIPLINE THIS PERSON" RATHER THAN  
23 HAVING A PUBLIC DISCUSSION OF THIS DISCIPLINE, EMPLOYEES WHERE  
24 WE MAY LATER HAVE TO FACE IT. SO, YOU KNOW, I KNOW THAT  
25 EVERYBODY WANTS TO FIND A SOLUTION AND THEY WANT A FAST



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1 SOLUTION AND THEY WANT IT OVERNIGHT AND THEY WANT IT TO BE  
2 HAPPENING NOW. AND I WISH THAT THAT'S THE WAY THINGS GO IN A  
3 LARGE KIND OF INSTITUTION BUT I DON'T KNOW ANY INSTITUTION  
4 THAT YOU CAN CORRECT WITHOUT LOOKING AT ALL OF THE DETAILS AND  
5 TAKING A RATIONAL APPROACH TO DEALING WITH IT. SO, YOU KNOW, I  
6 KNOW, DON, I KNOW THAT YOU, SUPERVISOR YAROSLAVSKY, YOU'RE  
7 TRYING TO DO SOMETHING AND YOU'RE TRYING TO BE RESPONSIBLE.  
8 HOWEVER, CONTRACTING IT OUT TO HEALTHCARE WEST OR TO ALL OF  
9 THESE PEOPLE WHO ARE SELLING EVERY HOSPITAL THEY HAVE, I JUST  
10 DON'T KNOW WHETHER OR NOT THAT'S THE APPROACH. NOW YOU SAY...

11

12 **SUP. KNABE:** IT MAY NOT BE. IT MAY NOT BE.

13

14 **SUP. BURKE:** ...YOU KNOW SOME-- AND HERE'S THE OTHER THING THAT  
15 BOTHERS ME. WHO IS GOING TO DO ALL THIS CONTINGENCY PLANNING?  
16 WE'RE ASKING THESE PEOPLE TO TRY TO CORRECT PROBLEMS BUT WE  
17 KEEP GIVING THEM ALL OF THESE REPORTS AND CONTINGENCIES FOR  
18 THEM TO WORK ON THAT SHOULD TAKE ALL OF THEIR TIME. IF YOU  
19 WANT TO DO AN ADEQUATE JOB ON THIS, YOU NEED TO STOP THEM FROM  
20 WORKING ON DOING ANYTHING ELSE AND JUST WORK ON THIS. AND,  
21 SEE, THE DIFFICULTY IS, IS NAVIGANT GOING TO DO THIS  
22 CONTINGENCY? IS GARTHWAITE GOING TO DO IT? ARE YOU GOING TO  
23 TAKE THE PEOPLE OUT OF HEALTHCARE TO ARRIVE AT A CONTINGENCY  
24 PLAN FOR OPERATING A HOSPITAL? WHEN YOU DO THIS, YOU CAN BE  
25 SURE SOMETHING ELSE WILL NOT GET DONE AND WHAT YOU'RE SAYING





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1 IS "TAKE YOUR RESOURCES NOW AND MOVE IT TO THIS DIRECTION." I  
2 CAN'T GO ALONG WITH THAT BECAUSE I DON'T THINK IT'S THE  
3 APPROACH. I KNOW EVERYONE IS WELL MEANING, THEY'RE TRYING TO  
4 KEEP GOOD WITH THE NEWSPAPERS AND WITH EVERYBODY ELSE BUT, AS  
5 FAR AS I'M CONCERNED, AT SOME POINT, I HAVE TO DO WHAT I THINK  
6 IS RIGHT AND I BELIEVE YOU CAN'T TAKE PEOPLE OFF OF A JOB AND  
7 GIVE THEM A NEW JOB THAT IS A COMPREHENSIVE, HUGE JOB AND  
8 EXPECT BOTH OF THEM TO GET DONE. SO, YOU KNOW, I UNDERSTAND  
9 WHAT YOU'RE TRYING TO DO. UNFORTUNATELY, I'M GOING TO BE, ONE  
10 MORE TIME, VOTING "NO".

11

12 **SUP. KNABE:** YOU'RE NOT ADVOCATING TO DO NOTHING, THOUGH,  
13 SUPERVISOR?

14

15 **SUP. BURKE:** OF COURSE I'M NOT ADVOCATING. WHY WOULD I SPEND  
16 \$13 MILLION TO DO NOTHING?

17

18 **SUP. KNABE:** WELL, I MEAN, THAT'S WHY I MEAN, IT'S JUST ANOTHER  
19 OPTION. I'M JUST ASKING THE QUESTION.

20

21 **SUP. BURKE:** NO, WHAT I'M SAYING IS, BUT YOU'RE TAKING THE  
22 PEOPLE WHO ARE SUPPOSED TO BE CORRECTING THE PROBLEM OFF THE  
23 PROBLEM AND WHO'S GOING TO DO ALL OF THIS?

24

25 **SUP. KNABE:** DIDN'T ASK NAVIGANT TO DO THIS.



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1

2 **SUP. BURKE:** WHO'S GOING TO DO IT? HEALTHCARE? GARTHWAITE? AND-  
3 - WELL, MAYBE WE CAN PUT MR. LEAF ON IT. WE'LL LET HIM WORK ON  
4 THIS AND TAKE HIS STAFF AND WORK ON THIS AND, IF WE CAN HAVE  
5 SOME OTHER PEOPLE WHO ARE SET OUT TO TRY TO WORK ON TRYING TO  
6 SOLVE THE PROBLEM.

7

8 **SUP. ANTONOVICH:** MADAM CHAIR?

9

10 **SUP. MOLINA, CHAIR:** MR. ANTONOVICH.

11

12 **SUP. ANTONOVICH:** THE DIRECTION THAT SUPERVISOR YAROSLAVSKY AND  
13 KNABE HAVE MADE IN THEIR MOTION IS A STEP FORWARD. IN THE  
14 MEANTIME, YOU NEED TO HAVE AN OFFICER, A DIRECTOR AT THAT  
15 HOSPITAL WHO IS ABLE TO MAKE THE DECISIONS AND, YES, FIRE WHEN  
16 NECESSARY, COUNSEL WHEN NECESSARY BUT BE RESPONSIBLE ALL THE  
17 TIME AND WE DON'T HAVE THAT AND THAT'S WHY THE-- ONE OF THE  
18 MOTIONS THAT I HAD BEFORE THE BOARD TODAY WAS TO HAVE THE  
19 BOARD DIRECT THE HEALTH DEPARTMENT, IN COLLABORATION WITH THE  
20 C.A.O. AND THE DEPARTMENT OF RESOURCES, TO REASSIGN AN  
21 EXPERIENCED C.E.O., CHIEF EXECUTIVE OFFICER, AND CHIEF MEDICAL  
22 DIRECTOR, FROM ONE OF OUR COUNTY HOSPITALS WHO HAVE BEEN  
23 ACCREDITED, WHO HAVE EXHIBITED LEADERSHIP AND RESPONSIBILITY  
24 AND ACCOUNTABILITY AT THEIR FACILITY. YOU HAVE A PERSON WHO  
25 HAS THE UNDERSTANDING OF THE MEDICAL SYSTEM IN THIS COUNTY OF



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1 LOS ANGELES. THEY CAN GO IN, IN THE MEANTIME, PROVIDE THE  
2 LEADERSHIP THAT HAS BEEN LACKING AT THAT FACILITY AND I THINK  
3 THAT'S CRUCIAL. AND RELATIVE TO MRS. BURKE'S COMMENT ABOUT THE  
4 RESOURCES, WHERE ARE WE GOING TO GET THE RESOURCES? WE ALREADY  
5 PAY OVER \$260 MILLION A YEAR FOR AN ADMINISTRATION TO CARRY  
6 OUT THOSE RESPONSIBILITIES. ALL WE'RE ASKING FOR FROM THE  
7 DIRECTOR OF HEALTH ALL THE WAY DOWN THE LINE, YOU DO WHAT  
8 YOU'RE SUPPOSED TO BE DOING IN THE OVERSIGHT AND FOLLOW-  
9 THROUGH. IN THE REPORT THAT WE HAVE, RELATIVE TO C.M.S., 119  
10 PAGES OF ALL THESE DEFICIENCIES, WE HAVE PEOPLE IN THE  
11 DEPARTMENT OF HEALTH WHO ARE SUPPOSED TO OVERSEE THESE AND  
12 THERE IS A COMPLETE BREAKDOWN. THERE IS A COMPLETE BREAKDOWN  
13 AND THE PEOPLE THERE NEED TO BE DOING THEIR JOB OR MOVE ON AND  
14 HAVE SOMEBODY ELSE WHO CAN DO THE JOB. IT'S THAT SIMPLE. WE'RE  
15 NOT HAVING TO GO OUT AND HIRE MORE PEOPLE BECAUSE THE REPORTS  
16 THAT ARE BEING ASKED FOR ARE REPORTS ASKING, WHY IS THE  
17 PHARMACY NOT DOING THE JOB THAT THEY'RE SUPPOSED TO BE DOING?  
18 WHY ARE THE OPERATING ROOMS IN THE CONDITION THAT THEY'RE IN  
19 TODAY? WHY ARE PEOPLE SIGNING TIMECARDS THAT ARE FRAUDULENT?  
20 AND I THINK ONE PERSON HAD SIX PEOPLE SIGNING A TIMECARD WHICH  
21 WAS FRAUDULENT. SIX PEOPLE BEING PAID TO SIGN TIMECARDS BUT  
22 THEY WEREN'T REVIEWING WHAT WAS IN THAT TIMECARD. THEY'RE JUST  
23 SITTING THERE AS ROBOTS. SO YOU HAVE PEOPLE IN PLACE, THEY'RE  
24 BEING PAID TODAY TO DO THE JOB. ALL WE'RE SAYING IS, DO THE  
25 JOBS AND THERE WON'T BE REPORTS BEING REQUESTED IN THE FUTURE



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1 IF THEY WERE DOING THEIR JOBS BECAUSE IT WOULDN'T WARRANT A  
2 REPORT. WHAT HAPPENED TO ALL THE PEOPLE WE WERE PAYING THAT  
3 CAUSED ALL OF THESE DEFICIENCIES IN THE FACILITY, IN THE  
4 MEDICAL SCHOOL? HOW DID THEY LOSE THEIR ACCREDITATION? BECAUSE  
5 PEOPLE WERE NOT DOING THE JOB THEY WERE BEING PAID TO DO AND  
6 SOME WERE BEING PAID FOR NOT EVEN SHOWING UP TO DO A JOB.  
7 THAT'S THE PROBLEM.

8

9 **SUP. MOLINA, CHAIR:** I KNOW WE HAVE OTHER SPEAKERS BUT, YOU  
10 KNOW, MS. BURKE, WE HAVE BEEN TRYING TO BE AS SUPPORTIVE AS  
11 POSSIBLE. I WAS ONE OF THOSE THAT JOINED WITH YOU WHEN I SAID  
12 WE COULD NOT, AT THIS POINT, CLOSE WITH DREW, WE COULDN'T GIVE  
13 THEM THE OPTION OF FAILURE. WE HAD TO BE POSITIVE AND SAY WE  
14 WERE GOING TO AFFILIATE, WE NEEDED CERTAIN CORRECTIONS PUT IN  
15 PLACE BUT DREW HAS NOT BEEN ABLE TO MEET THAT TIME AND TIME  
16 AGAIN AND THAT'S WHAT'S SO DISCOURAGING. I REALLY WISH WE  
17 WEREN'T INVOLVED IN IT BECAUSE IT SHOULDN'T COME TO OUR LEVEL.  
18 WE'RE SUPPOSED TO TRUST THAT THIS IS MANAGED AT A LEVEL-- I  
19 DON'T WANT TO BE MANAGING WHAT'S GOING ON AT L.A. COUNTY  
20 U.S.C. THAT'S INAPPROPRIATE FOR ME. I JUST WANT TO KNOW THAT  
21 IT'S FUNCTIONING, THAT IT'S WORKING, THAT IT'S SAVING LIVES,  
22 THAT WE'RE TRAINING THE BEST RESIDENTS, TRAINING NURSES AND  
23 THAT PEOPLE WHO WE'RE PAYING FOR THERE, YOU KNOW, ARE EARNING  
24 WHAT WE'RE PAYING THEM FOR. BUT THAT'S NOT ANY OF THE  
25 ASSURANCES WE HAVE HERE, UNFORTUNATELY, SO WE CAN'T JUST SIT



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1 ON OUR HANDS. WE CAN'T PRETEND THAT IT'S GOING TO GO AWAY. WE  
2 HAVE TO TRUST SOMETHING AND THAT'S WHAT WE'RE ALL TRYING TO  
3 REACH OUT FOR IS WHAT CAN WE TRUST? WHAT IS OUR PATHWAY? I  
4 MEAN, SUPERVISOR KNABE AND SUPERVISOR YAROSLAVSKY PUT AN  
5 OPTION BEFORE US. I DON'T KNOW THAT THERE WILL BE ANY TAKERS,  
6 EITHER, BUT WE ARE ALL DESPERATELY TRYING TO FIND SOME PATHWAY  
7 TO A SOLUTION HERE BECAUSE, ULTIMATELY, ALL FIVE OF US WANT TO  
8 SAVE THE HOSPITAL. THEY WANT TO SAVE THE BEDS IN THAT  
9 COMMUNITY. WE DON'T WANT TO TRANSFER THEM OUT ANYWHERE. AND,  
10 PREFERABLY, WE'D LIKE TO DO IT WITH-- AS A TEACHING HOSPITAL  
11 THAT IS THE ONLY MINORITY TEACHING HOSPITAL, AS I UNDERSTAND,  
12 WEST OF THE MISSISSIPPI. THOSE SHOULD BE HONORABLE THINGS THAT  
13 SHOULD BE HAPPENING EVERY DAY BUT, UNFORTUNATELY, I AM NOT ONE  
14 THAT IS FEELING REASSURED AT ALL BUT THAT'S MY PROBLEM, I  
15 GUESS, AT THIS POINT IN TIME. ANYWAY, MS. BURKE WANTED ME TO  
16 BRING UP MR. WILLIAMS TO TALK TO US ABOUT DREW. MR. DOUGLAS,  
17 DO YOU WANT TO COME UP AND JOIN US, TOO? MR. DOUGLAS, MS.  
18 BURKE WOULD LIKE YOU TO JOIN US.

19

20 **SUP. BURKE:** WELL, I CAN SAY THAT THE ISSUES THAT I REALLY  
21 WANTED TO FIND OUT IS WHERE ARE YOU IN TERMS OF GETTING A  
22 PRESIDENT AND THIS ASSUMPTION THAT THERE'S GOING TO BE  
23 APPROVAL OF A JOINT PERSON WHO IS THE ADMINISTRATOR AND THE  
24 PRESIDENT OF A HOSPITAL-- OF THE MEDICAL SCHOOL? I JUST THINK  
25 THAT YOU CAN'T MAKE THAT ASSUMPTION. JUST IN MY READING AND



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1 LISTENING TO MEMBERS OF THE BOARD, I JUST DON'T SEE THAT THERE  
2 IS THE LEVEL OF SUPPORT FOR THAT, WHETHER IT'S MERITORIOUS OR  
3 NOT. IT DOESN'T HAVE ANYTHING TO DO WITH WHETHER OR NOT IT'S  
4 MERITORIOUS AND WHETHER OR NOT THERE IS A PERSON THAT HAS  
5 BEEN-- THERE ARE A NUMBER OF PEOPLE THAT HAVE BEEN IDENTIFIED  
6 WHO HAVE CREDENTIALS FOR BOTH. I THINK THAT YOU CAN'T ASSUME  
7 THAT. WHERE ARE YOU IN TERMS OF IDENTIFYING OR SELECTING A  
8 PRESIDENT AND DO YOU THINK YOU CAN DO THAT BY AUGUST? WHERE  
9 ARE YOU IN TERMS OF OBTAINING A DEAN OF THE MEDICAL SCHOOL AND  
10 THE HEADS OF THESE DEPARTMENTS, BECAUSE YOU HAVE TO HAVE HEADS  
11 OF DEPARTMENTS IN ORDER FOR THE SCHOOL TO REALLY FUNCTION AND  
12 PARTICULARLY TO MEET THE REQUIREMENTS OF THE CONTRACT. AND  
13 THIS IS WHAT I REALLY-- WHAT'S REALLY BOTHERING ME AND WHAT I  
14 WANT TO KNOW IS CAN YOU DO THAT BY AUGUST? ARE YOU ABLE TO  
15 IDENTIFY A PRESIDENT? ARE YOU ABLE TO IDENTIFY A PERSON WHO  
16 WOULD ACT AS DEAN?

17

18 **BART WILLIAMS:** WELL, WE DO NOT MAKE THE ASSUMPTION THAT THE  
19 C.E.O./PRESIDENT IDEA WILL BE APPROVED BY THE BOARD OF  
20 SUPERVISORS. WE HAVE NOT MADE THAT ASSUMPTION. WHAT WE ARE  
21 TRYING TO DO IN THIS CRISIS, WHICH I THINK IS ACCURATELY  
22 DESCRIBED AS A CRISIS, THAT'S HOW OUR BOARD VIEWS IT, THAT'S  
23 HOW WE HAVE TO VIEW IT AND I'M CERTAIN THAT THAT'S HOW THIS  
24 GROUP OF SUPERVISORS VIEW IT. SO THE ANSWER IS WE HAVE A PLAN  
25 A AND A PLAN B. THE PLAN A IS THAT WE DO SUPPORT THE NOTION OF





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1 A C.E.O./ PRESIDENT. WE HAVE CANDIDATES WHO HAVE BEEN  
2 IDENTIFIED WHO WE THINK WOULD BE FANTASTIC IN THAT POSITION,  
3 QUALIFIED FOR THE POSITION. WE BELIEVE THAT IT IS THE BEST  
4 SOLUTION BUT IT IS NOT THE ONLY SOLUTION. PLAN B IS THAT WE  
5 HAVE HAD, FOR QUITE SOME TIME, A SEARCH UNDERWAY TO FIND A  
6 PRESIDENT AS ONLY A PRESIDENT, NOT AS A PRESIDENT/C.E.O. WE  
7 HAVE TALKED TO PEOPLE WITHIN THE ORGANIZATION, WE HAVE TALKED  
8 TO PEOPLE OUTSIDE THE ORGANIZATION. I DON'T KNOW FOR CERTAIN  
9 WHETHER OR NOT WE WILL FIND A SUITABLE PERSON BY AUGUST BUT I  
10 BELIEVE THAT WE CAN. I BELIEVE THAT WE CAN. I CANNOT GUARANTEE  
11 IT BUT I BELIEVE THAT WE CAN. WE WANT TO BE CAREFUL TO CHOOSE  
12 THE RIGHT PERSON. THERE IS A SCHOOL OF THOUGHT THAT BELIEVES  
13 THAT, BECAUSE OF THE SITUATION AND BECAUSE OF THE EXIGENCY OF  
14 HAVING TO HAVE A SOLUTION TO THESE ISSUES BY DECEMBER OF THIS  
15 YEAR, BECAUSE OF A.C.G.M.E. ACCREDITATION, THAT TAKING SOMEONE  
16 FROM WITHIN WHO UNDERSTANDS THE UNIVERSITY AND UNDERSTANDS THE  
17 ISSUES WOULD BE BEST. WELL, THEN YOU HAVE TO ANSWER THE  
18 QUESTION, WELL, IF THE PEOPLE WHO ARE THERE NOW ARE PART OF  
19 THE PROBLEM, HOW CAN YOU EVER FIND SOMEONE WHO'S GOOD? WELL,  
20 LET ME ASSURE EVERYONE HERE THAT THERE ARE SOME FANTASTIC  
21 PEOPLE AT DREW UNIVERSITY. 20% OF THE FACULTY OF WHITE  
22 MEMORIAL HOSPITAL, ONE OF THE BEST FUNCTIONING HOSPITALS IN  
23 THIS CITY, ARE PEOPLE WHO WERE TRAINED AT THE KING DREW  
24 MEDICAL CENTER. SEVEN OF THE CHIEF RESIDENTS OF WHITE MEMORIAL  
25 HOSPITAL ARE PEOPLE WHO TRAINED AT KING DREW MEDICAL CENTER.



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1 THREE OF THE PEOPLE WHO RUN THE TRAUMA CENTERS THAT REMAIN IN  
2 THIS COUNTY ARE PEOPLE WHO TRAINED AT KING DREW MEDICAL  
3 CENTER. SO THERE ARE GREAT PEOPLE. THERE ARE TERRIFIC HEADS OF  
4 SOME OF OUR DEPARTMENTS. AND SO WE ARE LOOKING BOTH AT THE  
5 NOTION OF PEOPLE FROM WITHIN AND WE HAVE INTERVIEWED PEOPLE  
6 FROM WITHOUT. WE INTEND TO MAKE THAT DECISION BY AUGUST. LET  
7 ME TURN TO THE QUESTION OF THE DEAN. THE DEAN OF THE SCHOOL OF  
8 MEDICINE AND THE UNIVERSITY HAVE AGREED THAT SHE WILL STEP  
9 DOWN NEXT MONTH. THAT WILL HAPPEN. AND, BY THE END OF NEXT  
10 MONTH, WE WILL NAME A PERSON WHO WILL SUCCEED HER. WE BELIEVE  
11 THAT WE WILL MOVE FORWARD. WE HAVE EXCELLENT CANDIDATES FOR  
12 THAT POSITION AS WELL. THE UNIVERSITY BOARD HAS CREATED THE  
13 POSITION OF A PROVOST C.O.O. FOR THE FIRST TIME. WE'VE CREATED  
14 THAT POSITION SO THAT WE CAN BE FLEXIBLE IN THIS CRISIS SO  
15 THAT, IN THE EVENT THAT THIS BOARD IS ULTIMATELY PERSUADED  
16 THAT THE C.E.O./PRESIDENT IDEA IS A GOOD IDEA, THE UNIVERSITY  
17 WILL BE PREPARED TO HAVE SOMEONE TO HAVE THE CHIEF OPERATING  
18 RESPONSIBILITY AND THE CHIEF ACADEMIC RESPONSIBILITY AT THE  
19 UNIVERSITY AT THE SAME TIME THAT A PERSON WHO WOULD SIT ATOP  
20 BOTH THE HOSPITAL AND THE UNIVERSITY TO MAKE THOSE KINDS OF  
21 DAY-TO-DAY DECISIONS. WE WILL NAME A PROVOST C.O.O. BY THE END  
22 OF NEXT MONTH. IN ANY EVENT, I WANT TO ASSURE THE BOARD OF  
23 SUPERVISORS THAT THE DREW BOARD FEELS THAT THIS IS A CRISIS.  
24 WE ARE TAKING A CRISIS MENTALITY RESPONSE TO THESE ISSUES. WE  
25 DO NOT BELIEVE THAT IT IS APPROPRIATE FOR ANYONE TO FALSIFY



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1 TIMECARDS. WE DO NOT BELIEVE IT IS APPROPRIATE FOR SOMEONE TO  
2 DEFRAUD THE COUNTY. I MET YESTERDAY WITH THE ENTIRE GROUP OF  
3 THE DEPARTMENT OF PEDIATRICS, WITH EVERY SINGLE ONE OF THE  
4 FOLKS ON THE FACULTY THERE. THEY'RE A GREAT GROUP OF PEOPLE.  
5 THEY'RE FRUSTRATED. THEIR LEADER IS ONE OF THE INDIVIDUALS WHO  
6 HAS BROUGHT UP IN THIS TERRIBLE MAELSTROM AND THEY'RE LOOKING  
7 FOR LEADERSHIP. I ASSURED THEM THAT, "LOOK, YOU MAY NOT LIKE  
8 THE NOTION OF HAVING TO KEEP TIMECARDS THAT REFLECT WHERE YOU  
9 ARE EACH AND EVERY MINUTE OF THE DAY BECAUSE THERE ARE, IN  
10 FACT, MANY HOSPITALS WHERE THE PHYSICIANS DO NOT KEEP  
11 TIMECARDS BUT YOU KNOW WHAT? WE HAVE A CONTRACT THAT SAYS  
12 YOU'RE GOING TO KEEP TIMECARDS AND, AS LONG AS WE HAVE A  
13 CONTRACT THAT SAYS YOU'RE GOING TO KEEP TIMECARDS JUST LIKE I,  
14 AS A LAWYER, TRACK EVERY I WORK IN THE DAY, NOT A WHOLE LOT OF  
15 HOURS TODAY BUT I TRACK, TO THE TENTH OF AN HOUR, EVERY HOUR  
16 THAT I SPEND WORKING FOR EVERY CLIENT BY CLIENT. SURELY, IF I  
17 CAN DO THAT," I SAID TO THESE FOLKS, "YOU CAN DO IT AS WELL"  
18 AND THERE WAS A GROUNDSWELL OF UNDERSTANDING THAT THAT IS THE  
19 SITUATION THAT'S EXISTS. I'VE SPOKEN, ON SEVERAL OCCASIONS IN  
20 THE LAST MONTH, WITH THE CHAIRS OF THE BOARD-- EXCUSE ME, THE  
21 CHAIRS OF THE DIFFERENT PROGRAMS AT DREW AND I AM EXTREMELY  
22 HEARTENED BY THE CHANGE IN ATTITUDE. LOOK, I'VE BEEN ON THE  
23 BOARD OF DREW FOR SIX YEARS, I'VE BEEN THE CHAIR JUST SINCE  
24 OCTOBER OF LAST YEAR AND I HAVE TO CONFESS TO YOU THAT THERE  
25 HAVE BEEN MANY TIMES OVER THAT SIX YEARS WHERE I HAVE BEEN



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1 FRUSTRATED WITH THE FACULTY AT DREW, SORT OF A LASSIE FAIRE  
2 ATTITUDE. BUT I HAVE TO SAY THAT THERE ARE HAS BEEN A CHANGE  
3 AND I THINK THAT THE ATTITUDE CHANGE THAT MISS ROBERTSON NOTED  
4 IS TRUE. IT'S NOT JUST WORDS. IT IS TRUE. I'VE SPENT A LOT OF  
5 TIME AT THE HOSPITAL, I'VE PROBABLY SPENT 10 TO 15 DAYS AT THE  
6 HOSPITAL IN THE LAST FEW MONTHS AND, IN MY VIEW, THERE'S NO  
7 QUESTION BUT THAT THERE IS IMPROVED MORALE, THERE'S NO  
8 QUESTION BUT THAT THERE ARE IMPROVED PROCEDURES, THERE'S NO  
9 QUESTION THAT PEOPLE SEEM BUSIER, MORE FOCUSED AND SO WHAT I  
10 WOULD COUNSEL IS THAT WHAT WE NEED HERE IS TO FOLLOW THROUGH  
11 WITH THE PLAN. WE BELIEVE, WE HAPPEN TO BELIEVE AND WE HOPE  
12 YOU WILL ULTIMATELY BELIEVE THAT IT'S A PARTNERSHIP BETWEEN  
13 THE COUNTY AND DREW AND THAT THE BEST SOLUTION TO THAT  
14 PARTNERSHIP IS A C.E.O. PRESIDENT. I DO HAPPEN TO BELIEVE THAT  
15 WE WILL HAVE A BETTER CHANCE OF RECRUITING THE TOP TYPE OF  
16 HEADS OF DEPARTMENTS IF THEY KNOW THAT THERE'S A PERSON AT THE  
17 TOP WHO IS BEING GIVEN A SENSE OF RESPONSIBILITY FOR SOME  
18 PERIOD OF TIME. MAYBE IT HAS A SUNSET PROVISION BUT THREE  
19 YEARS, FOUR YEARS, SOMETHING SO THAT THERE IS A SENSE OF WHO  
20 IS GOING TO BE IN CHARGE SO THAT THE FINGER POINTING CAN END.  
21 I CAN'T PRETEND TO HAVE A SOLUTION TO EVERY PROBLEM BUT I DO  
22 BELIEVE THAT THE KING DREW MEDICAL CENTER CAN SUCCEED. I DO  
23 NOT BELIEVE THAT IT IS THIS BODY'S RESPONSIBILITY TO TRY TO  
24 SAVE DREW UNIVERSITY. THAT IS NOT YOUR CHARGE. WE ARE NOT  
25 ASKING YOU TO SAVE US. WE'RE ASKING YOU ONLY TO WORK WITH US.



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1

2 **SUP. MOLINA, CHAIR:** LOT OF HOPE THERE. TELL ME, WHAT POLICY  
3 HAVE YOU PUT IN PLACE TO PREVENT THE KIND OF TIME FRAUD ABUSE,  
4 TIMECARD ABUSE THAT WE HAVE HAD UP TO DATE ON ALL THESE  
5 DOCTORS?

6

7 **BART WILLIAMS:** WE'VE TOLD EACH AND EVERY CHAIR OF EVERY  
8 DEPARTMENT THAT WE WILL NOT COUNTENANCE TIMECARD FRAUD.

9

10 **SUP. MOLINA, CHAIR:** YOU WILL NOT WHAT?

11

12 **BART WILLIAMS:** THAT WE WILL NOT COUNTENANCE TIMECARD FRAUD.  
13 THE INDIVIDUALS-- AND WE DO BELIEVE THAT YOU HAVE TO  
14 INVESTIGATE AND FIGURE OUT WHETHER IT DID, IN FACT, HAPPEN, DO  
15 YOUR OWN INVESTIGATION. THE FOLKS WHO HAVE BEEN ACCUSED OF THE  
16 TIMECARD FRAUD HAVE BEEN REMOVED FROM THE PAYROLL. THEY ARE ON  
17 LEAVE, THEY ARE NOT WORKING THERE. THEY HAVE NOT YET BEEN  
18 TERMINATED BECAUSE WE HAVE NOT CONCLUDED AN INVESTIGATION BUT  
19 WE'RE NOT PAYING THEM AND THEY'RE NOT WORKING. SO I THINK THE  
20 ONLY WAY YOU CAN DEAL WITH IT IS TO HAVE A VERY CLEAR POLICY  
21 THAT TIMECARD FRAUD IS NOT APPROPRIATE, THAT YOU HAVE TO TRACK  
22 EACH AND EVERY HOUR THAT YOU WORK.

23



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1    **SUP. MOLINA, CHAIR:** AND SO THIS WASN'T SOMETHING THAT YOU  
2    LOOKED AT WHEN YOU INVESTIGATED THE PEDIATRICIAN? WERE YOU  
3    AWARE OF THE INVESTIGATION THAT WAS CONDUCTED LAST YEAR?

4

5    **BART WILLIAMS:** NO.

6

7    **SUP. MOLINA, CHAIR:** WHY NOT?

8

9    **BART WILLIAMS:** BECAUSE THE INFORMATION-- MY UNDERSTANDING IS  
10    THAT THE INFORMATION ABOUT THE INVESTIGATION THAT WAS BEING  
11    CONDUCTED BY THE COUNTY WAS NOT SHARED WITH THE UNIVERSITY.

12

13    **SUP. MOLINA, CHAIR:** AND SO YOU NEVER KNEW THAT THIS  
14    PEDIATRICIAN WAS NEVER THERE? NOBODY EVER TOLD YOU AT DREW?

15

16    **BART WILLIAMS:** NO ONE EVER TOLD ME AT DREW THAT HE WAS NEVER  
17    THERE. I KNOW HE WAS THERE QUITE OFTEN BECAUSE I SAW HIM THERE  
18    BUT NO ONE TOLD ME THERE WAS AN ISSUE ABOUT HAVING ANOTHER  
19    PRACTICE IN AN AREA THAT'S SO FAR AWAY.

20

21    **SUP. MOLINA, CHAIR:** WHAT KIND OF PROCEDURE DO YOU HAVE IN  
22    PLACE FOR SOMEBODY TO COME AND TELL YOU?

23

24    **BART WILLIAMS:** WELL, IT BEGINS WITH THE PEOPLE WHO ARE  
25    ACTUALLY TRACKING THE HOURS, WHICH IS THE COUNTY, AND,





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1    ASSUMING THAT INFORMATION IS IMPARTED TO THE UNIVERSITY, I  
2    ASSUME THAT, IF THERE IS SOMEONE THAT'S A REAL PROBLEM, THAT  
3    IT WOULD RISE UP TO THE BOARD OF TRUSTEES AND I WOULD LEARN  
4    ABOUT IT.

5

6    **SUP. MOLINA, CHAIR:** IF A DEPARTMENT HEAD TODAY OR A CHAIR  
7    TELLS YOU, "I CAN'T FIND A DOCTOR MOST OF THE DAY," WHAT DO  
8    YOU DO?

9

10   **BART WILLIAMS:** WHAT DO I DO PERSONALLY?

11

12   **SUP. MOLINA, CHAIR:** NO, WHAT DOES DREW DO?

13

14   **DR. DOUGLAS:** WELL, WHAT WE DO IF SOMEONE CAN'T FIND-- WHAT--  
15   THEY WOULD EITHER-- IF THEY CALLED ME OR IF THEY CALLED THE  
16   DEAN AND WE WOULD PAGE THAT INDIVIDUAL.

17

18   **SUP. MOLINA, CHAIR:** YOU WILL WHAT?

19

20   **DR. DOUGLAS:** PAGE.

21

22   **SUP. MOLINA, CHAIR:** AND IF YOU PAGE HIM AND YOU DON'T FIND  
23   THEM?

24



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1   **BART WILLIAMS:** WELL, AT THAT POINT, THEN THEY WOULD HAVE TO  
2   GET SOMEONE ELSE SECOND IN CHARGE TO FIND OUT WHO CAN COVER  
3   FOR THAT SERVICE.

4

5   **SUP. MOLINA, CHAIR:** BUT THAT'S EXACTLY WHAT HAPPENED IN TWO OF  
6   THESE INSTANCES WHERE HE PAGED HIM, HE LOOKED FOR HIM, HE  
7   COULDN'T FIND HIM, THEY CALLED, THEY GOT NO RESPONSE.

8

9   **BART WILLIAMS:** IF THE ISSUE-- OH, I'M SORRY. GO AHEAD.

10

11   **DR. DOUGLAS:** WELL, ONE OF THE THINGS-- LET ME JUST GO BACK  
12   TO...

13

14   **SUP. MOLINA, CHAIR:** I MEAN, BUT YET, I SAW NO DREW ACTION.

15

16   **DR. DOUGLAS:** NO, I WAS GOING TO GO BACK TO THE TIMECARD  
17   SITUATION.

18

19   **SUP. MOLINA, CHAIR:** BUT IT'S SORT OF A SIMILAR THING. A DOCTOR  
20   IS SUPPOSED TO BE THE ATTENDING PHYSICIAN, HE'S SUPPOSED TO  
21   PHYSICALLY BE THERE AND, WHEN THEY'RE LOOKING FOR HIM, THEY  
22   CAN'T FIND HIM. I MEAN, WE KNOW WHAT WE DO. WE START AN  
23   INVESTIGATION. I EXPLAINED TO YOU, WE PUT IT ON A LITTLE  
24   \_\_\_\_\_ AND THEY SEND PEOPLE OUT AND THEY SEND



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1 DETECTIVES OUT AND THEY CHASE THEM AROUND. BUT WHAT DOES DREW  
2 DO?

3

4 **DR. DOUGLAS:** LIKE I SAID, WE HAVE A TIME SHEET FOR WHERE THE  
5 PHYSICIANS ARE SUPPOSED TO BE, WHEN THEY ARE SUPPOSED TO GIVE  
6 THEIR LECTURES AND WHAT HAVE YOU. THERE ARE TWO TIMECARDS.  
7 THERE'S ONE TIMECARD THAT'S COMPLETED BY THE COUNTY AND THEN  
8 THERE'S ANOTHER TIMECARD THAT'S COMPLETED BY THE UNIVERSITY,  
9 WHICH IS SEPARATE, AND SO WE HAVE A MEETING WITH THE END OF  
10 THE NEW CONTRACT TO KIND OF RECONCILE THOSE DIFFERENCES. BUT  
11 WE DO HAVE A SEPARATE TIMECARD FOR THE PHYSICIAN'S TIME AND  
12 IT'S PRIMARILY FOR THE ACADEMIC SERVICES. FOR SOME OF THE  
13 DEPARTMENTS...

14

15 **SUP. MOLINA, CHAIR:** SO ARE YOU TELLING ME THAT THE  
16 PEDIATRICIAN WAS MEETING HIS ACADEMIC RESPONSIBILITIES AT  
17 DREW?

18

19 **DR. DOUGLAS:** WELL, WE'RE INVESTIGATING THAT NOW BECAUSE WHAT  
20 HAPPENED WAS THAT WE DID NOT KNOW ABOUT THIS MAYBE UNTIL TWO  
21 WEEKS BEFORE THAT IT WAS UNDER INVESTIGATION AND THEN, WHEN  
22 THEY TOLD US THAT IT WAS UNDER INVESTIGATION, WE BEGAN TO LOOK  
23 AT THAT SITUATION.

24



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1    **SUP. MOLINA, CHAIR:** WHEN I RAISED THIS WITH PEOPLE AND THEY  
2    SAY TO ME, "THAT'S NORMAL, THAT'S WHAT GOES ON THERE ALL THE  
3    TIME," YOU DON'T SEE THAT AS NORMAL? THAT THAT'S THE WAY THEY  
4    MAKE THEIR MONEY?

5

6    **DR. DOUGLAS:** NO, I DON'T SEE THAT AS NORMAL. I THINK THERE  
7    HAVE BEEN SOME VIOLATIONS OF THE RULES AND WHEN WE-- WHEN IT'S  
8    BROUGHT TO OUR...

9

10   **SUP. MOLINA, CHAIR:** BUT WHY IS IT THAT PEOPLE LOOK AT IT AND  
11   I'M TELLING ABOUT-- I WON'T SHARE, BUT PEOPLE WHO FEEL THAT  
12   THAT'S JUST THE WAY THINGS ARE DONE THERE? OTHERWISE, YOU  
13   WOULDN'T BE ABLE TO KEEP THOSE DOCTORS, THEY WOULDN'T MAKE  
14   ENOUGH MONEY.

15

16   **BART WILLIAMS:** SUPERVISOR, MAY I COMMENT IN RESPONSE TO THAT  
17   AFTER DR. DOUGLAS?

18

19   **SUP. MOLINA, CHAIR:** SURE.

20

21   **BART WILLIAMS:** I THINK THERE ARE AT LEAST THREE CATEGORIES OF  
22   PEOPLE. YOU'VE GOT THE CATEGORY OF PEOPLE WHO ARE ACCURATELY  
23   REPORTING ON THEIR TIMECARDS, DOING EXACTLY WHAT THEY'RE  
24   SUPPOSED TO DO. THAT'S CATEGORY 1. YOU'VE GOT CATEGORY 2, WHO  
25   ARE PEOPLE WHO DO COMPLETE MORE THAN 40 HOURS OF WORK PER WEEK



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1 FOR THE COUNTY IN THE CLINICAL SERVICE THAT THEY'RE SUPPOSED  
2 TO DO BUT THEY DON'T DO IT BETWEEN THE HOURS OF 8:00 AND 5:00.  
3 THERE IS NO CONTRACTUAL PROVISION THAT REQUIRES THEY DO IT  
4 BETWEEN 8:00 AND 5:00 BUT, UNFORTUNATELY, THERE IS A MENTALITY  
5 THAT WE ARE CORRECTING THAT THEY WRITE DOWN ON THEIR  
6 TIMESHEET, "WELL, I KNOW I DID 40 HOURS," SO THEY WRITE 8:00  
7 TO 5:00. THAT'S 40 HOURS. AND THEY SIGN IT. THAT'S IMPROPER  
8 BUT THAT HAPPENS. THOSE FOLKS, THERE'S NO QUESTION BUT THAT  
9 THEY'RE MEETING THE OBLIGATIONS IN THE SENSE THAT THEY'RE  
10 WORKING 40, 50, 60, 70 HOURS A WEEK. THEY'RE JUST NOT  
11 RECORDING IT RIGHT. CATEGORY 3, IF I MAY JUST FINISH. THIS IS  
12 THE LAST ONE. CATEGORY 3 IS THE FRAUD CATEGORY OR THE ALLEGED  
13 FRAUD CATEGORY. IT'S THE CATEGORY WHERE THERE'S A PERSON WHO  
14 IS THERE FOR THREE HOURS A DAY, THEY'RE WRITING DOWN THEY'RE  
15 THERE FOR EIGHT AND THAT'S UNACCEPTABLE.

16

17 **SUP. MOLINA, CHAIR:** MR. WILLIAMS, YOU'RE A LAWYER?

18

19 **BART WILLIAMS:** YES, MA'AM.

20

21 **SUP. MOLINA, CHAIR:** IF I TOLD THAT I BORROWED YOUR CAR FOR  
22 THREE DAYS, I MEAN, AND YOU DIDN'T PERMIT ME TO DO IT AND I  
23 BORROWED IT, IS THAT APPROPRIATE?

24

25 **BART WILLIAMS:** NO.



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1

2 **SUP. MOLINA, CHAIR:** IT'S CALLED GRAND THEFT AUTO, RIGHT?

3

4 **BART WILLIAMS:** YES. THAT'S THE POINT THAT I WAS MAKING WITH  
5 THE THIRD CATEGORY WHICH IS THAT, IF SOMEONE IS WRITING DOWN  
6 HOURS THAT THAT ARE NOT PERFORMING, THAT IS WRONG. THAT'S  
7 INAPPROPRIATE. ACTION SHOULD BE TAKEN AGAINST THEM. I COULDN'T  
8 AGREE WITH YOU MORE.

9

10 **SUP. MOLINA, CHAIR:** BUT DREW DOESN'T HAVE A MECHANISM IN  
11 PLACE. THAT'S THE POINT I'M MAKING, OKAY? I MEAN, DREW DOESN'T  
12 HAVE A MECHANISM IN PLACE TO CHECK THIS OUT AND THAT TROUBLES  
13 ME. I MEAN, YOU'RE SUPPOSED TO BE TRAINING DOCTORS AND THERE'S  
14 NO DOUBT THAT-- AND I HAVE NO IDEA ABOUT THE CAPABILITY OF  
15 YOUR MEDICAL TRAINING, THAT'S NOT IT-- BUT THEY HAVE TO BE  
16 RESPONSIBLE PEOPLE WHO FOLLOW THROUGH ON THESE THINGS AND PART  
17 OF IT IS A MANAGEMENT RESPONSIBILITY AND SORT OF SETTING THE  
18 MODEL OR STANDARD AS TO WHAT-- YOU KNOW, YOU'RE TRAINING OTHER  
19 PEOPLE. AND YET YOU HAVE LONG-TERM FOLKS, EVEN AFTER  
20 COUNSELING, AND IF YOU DON'T KNOW ABOUT THE COUNSELING, THAT'S  
21 REALLY SHAMEFUL. HE CONTINUED TO DO IT.

22

23 **BART WILLIAMS:** COULDN'T AGREE WITH YOU MORE.

24

25 **SUP. MOLINA, CHAIR:** I'M SORRY?





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1

2 **BART WILLIAMS:** I COULD NOT AGREE WITH YOU MORE.

3

4 **SUP. MOLINA, CHAIR:** I KNOW, BUT YOU DON'T HAVE A MECHANISM IN  
5 PLACE TO ASSURE ME THAT YOU'RE PROTECTING ME FROM THAT, YET  
6 I'M AFFILIATING WITH YOU, SUPPOSEDLY, AND YOU'RE GOING-- AND  
7 THAT'S WHY I CAN'T TRUST THAT YOU HAVE THE CAPABILITY, NOT  
8 ONLY OF HONORING AN AFFILIATION AGREEMENT WITH THE COUNTY, I  
9 VERY MUCH WORRY THAT YOU HAVE THE ABILITY TO TRAIN PEOPLE WHO  
10 ARE RESPONSIBLE TO SOME BASIC POLICIES AND PROCEDURES AND,  
11 WORST OF ALL, THAT YOU DON'T HAVE A SYSTEM OF ACCOUNTABILITY  
12 IN IT. THAT'S WHAT I'M TROUBLED WITH. I MEAN, I'M ONE OF THOSE  
13 THAT WANTED TO GIVE DREW THE BIGGEST BREAK POSSIBLE. BUT I  
14 FIND IT HARD TO UNDERSTAND, WHEN I SEE THESE REPORTS AND, SIR,  
15 IT WOULD BE WORTH YOUR WHILE AS WELL TO READ THEM BECAUSE IT  
16 IS-- THE STUFF THAT IS GOING ON, AND I'M JUST TALKING ABOUT  
17 TIMECARD ABUSE, THERE'S A LOT OF OTHER ABUSE, STEALING  
18 EQUIPMENT. THAT'S GOING ON WITH DOCTORS INVOLVED, COVERING UP  
19 AND SAYING, "OH, YEAH, I TOLD HER SHE COULD TAKE HER COMPUTER  
20 HOME." YOUR DOCS.

21

22 **BART WILLIAMS:** THE, I THINK THE QUESTION OF ACCOUNTABILITY  
23 BEGINS WITH WHETHER OR NOT WE ARE PROVIDED THE INFORMATION TO  
24 RESPOND. ASSUMING...

25



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1   **SUP. MOLINA, CHAIR:** NO, NO, NO. THE ACCOUNTABILITY BEGINS WITH  
2   THE ABILITY TO KNOW WHAT'S GOING ON. YOU TOLERATE A PRACTICE,  
3   YOU'RE ALLOWING IT TO HAPPEN. AND YOU DON'T DON'T CREATE A  
4   MECHANISM TO MANAGE THAT ASPECT OF IT. IT'S LIKE ANYTHING  
5   ELSE. I MEAN, YOU KNOW, MANY OF US AS PARENTS CAN SIT AROUND  
6   AND SAY, "WELL, GEE, IF NOBODY TELLS ME THAT SHE'S NOT DOING  
7   WELL, I'M ASSUMING SHE'S DOING WELL." WE HAVE, SUPPOSEDLY-- WE  
8   HAVE A DUTY AND A RESPONSIBILITY TO CHECK. WE DON'T JUST TURN  
9   OUR KIDS OVER TO THE SCHOOL AND THEN SAY IT'S THEIR  
10   RESPONSIBILITY AND I HAVE NO DUTY OR RESPONSIBILITY TO MAKE  
11   SURE SHE'S DOING WELL.

12

13   **DR. DOUGLAS:** BUT WE DO HAVE A SYSTEM IN PLACE FOR  
14   ACCOUNTABILITY FOR THE PHYSICIANS, AND THAT COMES THROUGH, YOU  
15   KNOW, OUR DEPARTMENT CHAIRS, PROGRAM DIRECTORS...

16

17   **SUP. MOLINA, CHAIR:** BUT IT WAS THE DEPARTMENT CHAIR WHO  
18   VIOLATED IT, SIR.

19

20   **DR. DOUGLAS:** WELL, I-- BUT THAT'S JUST ONE LEVEL BUT THEN THE  
21   PROGRAM DIRECTORS UNDERNEATH THAT ARE THE ONES THAT MAKE  
22   CERTAIN THAT THE RESIDENTS ARE BEING TRAINED WITHIN THE PROPER  
23   CATEGORIES AND GETTING THE RIGHT LECTURES. ON THE OTHER HAND,  
24   WHEN YOU TALK ABOUT EQUIPMENT BEING STOLEN AND WHAT HAVE YOU,  
25   WELL, WE ARE IN PARTNERSHIP WITH THE COUNTY, YOU KNOW, OUR--



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1 WE'RE LOOKING AT THE EQUIPMENT AND INFORMATION AS IT RELATES  
2 TO THE UNIVERSITY AND WE DO HAVE SYSTEMS AND INVENTORY  
3 PROCESSES IN PLACE FOR UNDERSTANDING WHEN THERE'S PILFERAGE.  
4 WE ALSO HAVE INVENTORY LISTS AND WE KNOW WHERE OUR EQUIPMENT  
5 IS LOCATED.

6

7 **SUP. MOLINA, CHAIR:** ANY OTHER QUESTIONS? COMMENT?

8

9 **SUP. ANTONOVICH:** WELL, THE QUESTION: YOU HAVE A LARGE NUMBER  
10 OF TEMPORARY ACTING DEPARTMENT HEADS. WHEN ARE THE FULL-TIME  
11 APPOINTMENTS GOING TO BE MADE? ANESTHESIOLOGY, THE H.H.H.,  
12 H.C.H., NEUROSCIENCE, RADIOLOGY, PSYCHIATRY AND PEDIATRICS?

13

14 **BART WILLIAMS:** WELL, WE HAVE SEARCHES IN PLACE FOR ALL OF  
15 THOSE, ALL THOSE DIFFERENT DEPARTMENTS. WE HAVE, FOR  
16 ANESTHESIOLOGY, FOR EXAMPLE, WHICH IS THE ONE THAT WAS BEING  
17 FILLED BY DR. YAR FROM U.C.L.A., THERE ARE ALREADY TWO  
18 CANDIDATES FOR THAT POSITION. WE EXPECT TO FILL SOME BUT I  
19 CANNOT SAY, WITH ANY SURETY, THAT WE COULD FILL ALL OF THOSE  
20 POSITIONS BY THE END OF AUGUST, SUPERVISOR.

21

22 **SUP. ANTONOVICH:** THE PROBLEM, IN TALKING WITH ONE OF THE HEADS  
23 OF A MEDICAL SCHOOL, IF THE MEDICAL SCHOOL IS TO SURVIVE, THEY  
24 HAVE TO REDUCE THEIR NUMBER OF CORE PROJECTS, PROGRAMS TO  
25 ABOUT SIX. AND, IN MY OPINION, THERE IS A DIFFERENCE, WE WERE



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1 TOLD, THAT STANDARDS FOR RESIDENTS ARE NOT THE SAME STANDARDS  
2 AS RESIDENTS OF U.C.L.A. YOU'RE GOING TO HAVE TO UPGRADE THE  
3 STANDARDS SO YOU HAVE COMPARABLE STANDARDS.

4

5 **BART WILLIAMS:** WELL, LET ME SPEAK TO THAT BECAUSE YOU'VE MADE  
6 THAT POINT A FEW TIMES. FIRST OF ALL, WITH RESPECT TO THE  
7 UNDERGRADUATE MEDICAL EDUCATION, THE STANDARD'S PRECISELY THE  
8 SAME BECAUSE THE STUDENTS GET INTO U.C.L.A. BEFORE THEY COME  
9 TO DREW. BUT WITH RESPECT TO THE RESIDENTS AND INTERNS, WHICH  
10 I THINK IS THE DIRECTION OF YOUR COMMENT, IT IS THE SAME  
11 STANDARD. THE POINT THAT WAS BEING MADE BY DR. GARTHWAITE  
12 EARLIER IS THAT, IF YOU WERE TO TRACK THE TEST SCORES OR THE  
13 GRADES, THAT TYPE OF THING IN MEDICAL SCHOOL OF THE FOLKS WHO  
14 ACTUALLY COME TO THE KING DREW MEDICAL CENTER, THERE'S NO  
15 DOUBT THEY WOULD BE LOWER BUT THAT DOESN'T MEAN THAT YOU HAVE  
16 LESSER STANDARDS. IT'S LIKE SAYING YOU COULD COMPARED U.C.L.A.  
17 MEDICAL SCHOOL WITH HARVARD MEDICAL SCHOOL AND PRESUMABLY  
18 THERE MIGHT BE SOME DIFFERENCES IN THOSE GRADE POINT AVERAGES.  
19 I'M NOT FAMILIAR WITH IT BUT-- AND THE TEST SCORES. BUT THAT'S  
20 THE POINT. THE POINT IS, YES, THERE ARE FOLKS WHO DID NOT DO  
21 QUITE AS WELL BUT, LIKE I SAID, THERE ARE FOLKS WHO ARE  
22 TRAINED THE KING DREW MEDICAL CENTER WHO ARE ALL OVER THIS  
23 COUNTY AND ALL OVER THE UNITED STATES WHO ARE FINE PHYSICIANS.  
24 AND IT SIMPLY ISN'T ACCURATE TO SAY THAT THEY'RE NOT  
25 QUALIFIED.



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1

2 **SUP. ANTONOVICH:** WHERE YOU HAVE A PROBLEM IS WHEN YOU HAVE  
3 DEPARTMENTS OR THE PHYSICIANS FROM THE MEDICAL SCHOOL ARE AWAY  
4 FROM THE FACILITY, WORKING ON THEIR OWN MEDICAL BUSINESSES,  
5 AND THEN YOU HAVE UNSUPERVISED RESIDENTS.

6

7 **BART WILLIAMS:** ABSOLUTELY.

8

9 **SUP. ANTONOVICH:** AND THAT'S THE PROBLEM. THAT'S WHY MS.  
10 MOLINA, I THINK, VERY WELL ARTICULATED THE PROBLEM WHEN SHE  
11 WENT THROUGH THE LITANY AT THE BEGINNING OF OUR MEETING TODAY.  
12 THESE ARE THE PROBLEMS THAT WE HAVE. AND WE'RE ALWAYS TOLD,  
13 IT'S GOING TO BE IN TWO MONTHS, THREE MONTHS, IT'S GOING TO BE  
14 CORRECTED. WE'VE-- YOU KNOW, WE'VE REACHED THE END OF THE LINE  
15 AND THE-- WHAT WE FIND, ONE OF YOUR DEPARTMENT HEADS IS  
16 PERHAPS COMMITTING FRAUD ON THE TIMECARD ISSUE. ANOTHER ONE OF  
17 YOUR PERMANENT DEPARTMENT CHAIRMAN HAS SIGNED OFF ON THE  
18 FRAUDULENT TIMECARDS. AND SO YOU JUST HAVE A WHOLE LACK OF  
19 ACCOUNTABILITY.

20

21 **DR. DOUGLAS:** MAY I ANSWER? I THINK YOU'RE TALKING ABOUT THE  
22 ARTICLE THAT WAS IN THE TIMES LAST FRIDAY AND, IN THAT  
23 PARTICULAR INCIDENT, THAT WAS A MISSTATEMENT ON THE ARTICLE--  
24 IN THE ARTICLE. IT INDICATED THAT OUR DR. YOSHIKOWA, I BELIEVE  
25 IS WHAT YOU'RE TALKING ABOUT, WAS THE PERSON WHO WAS INVOLVED



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1 IN THAT SITUATION AND THAT THE CHIEF OF GERIATRIC SERVICES WAS  
2 THE ONE WHO WAS RESPONSIBLE TO SEND THE CARD UP TO HIM. WELL,  
3 THE PERSON THAT THEY TALKED ABOUT IN THE ARTICLE WAS NOT THE  
4 CHIEF OF GERIATRIC SERVICES AND THAT THE CARD-- YOU KNOW, THAT  
5 PARTICULAR TIMECARD NEVER CAME UP TO DR. YOSHIKAWA. SO THERE  
6 WAS A REAL MISSTATEMENT IN THE PAPER AND IT TOOK IT OUT OF  
7 CONTEXT AND IT WAS GOING TO THE WRONG PERSON. DR. YOSHIKAWA IS  
8 PROBABLY ONE OF OUR MOST SKILLED ADMINISTRATORS IN THE  
9 INSTITUTION AND SO THAT'S JUST GOES TO SHOW YOU HOW THE  
10 TIMES...

11

12 **SUP. ANTONOVICH:** SO HE DIDN'T HAVE TO SIGN-- HE DIDN'T SIGN  
13 OFF ON THE FRAUDULENT TIMECARD?

14

15 **BART WILLIAMS:** WELL, I THINK I DO KNOW THE FACTS ON THIS. WITH  
16 DR. YOSHIKAWA, THE FACTS ARE-- AND, YOU KNOW, THEY'RE UNDER  
17 INVESTIGATION SO I NEED TO BE CAREFUL BUT DR. YOSHIKAWA TOOK  
18 OVER THE RESPONSIBILITY FOR SIGNING ON ONE OF THESE  
19 INDIVIDUALS, SUSPECT INDIVIDUAL'S CARDS, ONLY IN THE LAST  
20 MONTH OR TWO. IT WAS NOT TYPICALLY HIS RESPONSIBILITY. I THINK  
21 IT'S FAIR TO SAY THAT DR-- AND IT'S ACCURATE TO SAY THAT DR.  
22 YOSHIKAWA, WHO IS THE HEAD OF INTERNAL MEDICINE AT DREW AND  
23 ONE OF OUR FINEST PHYSICIANS AND ADMINISTRATORS, DOESN'T  
24 COUNTENANCE FRAUD OF ANY KIND. HE WORKS 80 HOURS A WEEK  
25 HIMSELF, SEVEN DAYS A WEEK. HE'S ONE OF THE MOST COMMITTED





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1 DOCTORS WE HAVE AND HE ACTUALLY HAS RECOMMENDED, IN THE PAST,  
2 THAT ONE OF THE INDIVIDUALS, WHO WAS THE SUBJECT OF THE  
3 "TIMES" ARTICLE, BE INVESTIGATED FOR TIMECARD FRAUD BACK IN  
4 1998 AND AGAIN IN 2000. AND SO IT WAS UNFORTUNATE THAT HE, DR.  
5 YOSHIKAWA, BORE THE BRUNT OF THE TIMES ARTICLE.

6

7 **SUP. ANTONOVICH:** BUT FROM THE FINDINGS FROM OUR DEPARTMENT,  
8 THEY CONDUCTED THAT INTERVIEW AND THAT THEY REPORTED THAT HE  
9 DOES NOT CHECK DAILY TO SEE IF PHYSICIANS ARE ON DUTY, NOR IS  
10 THERE A MECHANISM IN PLACE TO MONITOR OR DOCUMENT PHYSICIANS'  
11 ACTUAL TIME WORKED. HE SAID THERE ARE 110 PHYSICIANS IN  
12 INTERNAL MEDICINE AND HE ASSUMES THAT THEY'RE ON DUTY. HE  
13 ASSUMES. HE DOESN'T KNOW, ACCORDING TO THEIR SCHEDULE. THIS IS  
14 COMING FROM OUR DEPARTMENT, NOT FROM THE NEWSPAPERS.

15

16 **BART WILLIAMS:** I THINK-- ABSOLUTELY. AND I THINK THAT'S-- I  
17 THINK HE'S BEING HONEST AND THAT THAT'S THAT'S ACCURATE AND I  
18 THINK IT'S THE SAME AT OTHER MEDICAL INSTITUTIONS. THE CHIEF  
19 DOES...

20

21 **SUP. ANTONOVICH:** THE PROBLEM IS, YOU HAVE PEOPLE IN POSITIONS  
22 OF RESPONSIBILITY AND THEY DON'T KNOW. WE GOT A DEPLORABLE  
23 REPORT FROM C.M.S. ABOUT THE OPERATING ROOMS. YOU KNOW, IT'S  
24 UNCONSCIONABLE HOW THEY WERE. IT'S A WONDER MORE PEOPLE DIDN'T  
25 DIE. THE UNSANITARY CONDITIONS IN THOSE ROOMS, POURING ACIDS



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1 DOWN THE DRAIN, THE IMPACT THAT THAT HAD ON THE ENVIRONMENT IN  
2 THOSE OPERATING ROOMS. THEY DIDN'T MAKE A COMPLAINT. OUR  
3 DIRECTORS HERE, THEY DIDN'T MAKE A COMPLAINT TO THE BOARD  
4 THERE WAS A PROBLEM ABOUT IT. WE HAD TO READ ABOUT IT AN THE  
5 ACCREDITATION, THE C.M.S. REPORT TO THIS BODY, 119 PAGES OF  
6 DEFICIENCIES, DEPLORABLE, NOT EVEN FOUND IN A FOURTH WORLD  
7 MEDICAL HOSPITAL, IF THERE IS SUCH A ONE. THAT'S WHERE THERE'S  
8 A LEVEL OF FRUSTRATION THAT ALL WE HEAR ARE MORE TIME LINES,  
9 MORE TIME LINES. WE GO OUT AND WE DO HIRE AN OUTSIDE  
10 CONSULTANT FOR 12 MONTHS. THEY COME IN AND THERE WAS SOME  
11 CONCERN, PERHAPS, THAT THE COMPANY THAT CAME IN SECOND WOULD  
12 HAVE DONE A BETTER JOB BUT THEY GIVE IT TO THE LOW BID AND THE  
13 FIRST THING WE GET IS A RESPONSE TODAY, YOU KNOW, FOR ANOTHER  
14 \$1.2 MILLION. SO THERE'S A LEVEL OF FRUSTRATION HERE AS TO HOW  
15 DO WE RESOLVE THIS ISSUE. TALKING TO MEDICAL SCHOOLS, THEY  
16 HAVE A LEVEL OF ANXIETY AS WELL. IT HAS TO BE CORRECTED. AND  
17 WHAT IS THE BEST WAY OF DOING IT? AND I THINK WE TRIED THE  
18 BEST WAY. AND WE ARE AT THE END OF THE LINE.

19

20 **BART WILLIAMS:** I WOULD AGREE WITH YOU, SUPERVISOR ANTONOVICH,  
21 I THINK THAT THERE'S A CRISIS AND I BELIEVE THAT THIS BOARD  
22 HAS TAKEN EXCELLENT ACTION TO TRY TO DEAL WITH IT. ALL I WOULD  
23 SAY IS THAT WE WOULD LIKE TO STAY THE COURSE AND SEE IT  
24 THROUGH AND WE BELIEVE THAT IT WILL TURN AROUND AND WE DON'T  
25 THINK, AS SUPERVISOR BURKE SAID, THAT IT WILL HAPPEN IN A DAY



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1 OR A MONTH BUT WE ARE DOING EVERYTHING THAT WE POSSIBLY CAN AT  
2 THE UNIVERSITY TO MAKE IT HAPPEN.

3

4 **SUP. MOLINA, CHAIR:** MR. WILLIAMS, YOU KNOW, THOSE ARE EMPTY  
5 PROMISES BECAUSE YOU TAKE YOUR DR. YOSHIKAWA. HE IS PROBABLY,  
6 AND I TALKED TO HIM, VERY DEDICATED AT WHAT HE DOES. HE'S THE  
7 ONE THAT TURNED IN THESE DOCTORS. AND THE ONLY MECHANISM HE  
8 HAS IS TO ASK THE DEPARTMENT OF HEALTH SERVICES TO INVESTIGATE  
9 AND, WHEN THEY INVESTIGATE, HE'S NOT ALLOWED TO BE PART OF THE  
10 CONFERENCES TO MAKE A DETERMINATION AS TO WHAT THE CORRECTIVE  
11 ACTION IS AND YOU ALL DON'T GET INVOLVED. YOU, AS DREW, DO NOT  
12 GET INVOLVED IN ASSISTING HIM TO BECOME A MORE EFFECTIVE  
13 MANAGER AND HE'S TRYING TO MANAGE THESE DOCTORS. THEN, WHEN  
14 FINDS HIM FALSIFYING TIMECARDS AGAIN AND HE TURNS HIM IN SOME  
15 MORE, YOU GUYS DON'T HAVE ANY CORRECTIVE ACTIONS FOR ANY OF  
16 THESE THINGS. THAT'S WHAT I FIND FRUSTRATING. I MEAN, I--  
17 YOU'RE RIGHT, THIS GUY IS VERY DEDICATED AND WE ARE LUCKY TO  
18 HAVE HIM AT DREW BUT THE REALITY IS THAT YOU HAVE HIM OUT  
19 THERE MANAGING DOCTORS WITH NO TOOLS TO MANAGE. HE CAN'T FIRE.  
20 ALL HE CAN DO IS RECOMMEND THAT THEY BE INVESTIGATED. YOU HAVE  
21 NO MECHANISM TO EMPOWER I AM AND I THINK IT'S PRETTY SHAMEFUL.  
22 AND THAT IS-- THE SCHOOL NEEDS TO GET INVOLVED IN THAT ASPECT  
23 OF IT AND BE MORE COMMANDING ON BEHALF OF THESE DOCTORS  
24 BECAUSE THEY'RE OUT THERE TRYING AS HARD AS THEY CAN WITHOUT  
25 HAVING THE SCHOOL HELPING THEM IN ANY WAY WHATSOEVER. YOU



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1 CAN'T LEAVE IT TO THE DEPARTMENT OF HEALTH SERVICES TO  
2 EXCLUSIVELY DO THEIR INVESTIGATION. YOU GUYS AREN'T PULLING  
3 YOUR WEIGHT OUT THERE...

4

5 **BART WILLIAMS:** I AGREE WITH YOU.

6

7 **SUP. MOLINA, CHAIR:** ...AND SO IT'S A LOT OF EMPTY PROMISES TO  
8 KEEP LISTENING TO IT. I FIND IT VERY FRUSTRATING BECAUSE I  
9 READ THE REPORTS AND, AGAIN, I WOULD ENCOURAGE YOU TO DO THE  
10 SAME THING BECAUSE, WHEN YOU SEE IT TIME AND TIME AGAIN, YOU  
11 GOT TO SIT THERE AND SAY, YOU, AS A LAWYER, COULD NOT  
12 APPRECIATE THAT YOU'RE BEING HELD ACCOUNTABLE FOR A GROUP OF  
13 PEOPLE THAT YOU CAN'T DO ANYTHING BUT TURN THEM IN AND NOBODY  
14 EVER COMES BACK TO YOU AND TELLS YOU WHAT HAPPENED AND YOU  
15 HAVE NO OPPORTUNITY TO CREATE ANY KIND OF CORRECTIVE ACTION  
16 OTHER THAN EVALUATE HIM EVERY YEAR. THAT'S THE EXTENT OF IT.  
17 THAT'S WHY I THINK IT'S EMPTY BECAUSE IF AT LEAST YOU COULD  
18 ASSURE ME THAT THERE'S SOMETHING GOING ON BUT THAT POOR DOC SO  
19 GOING TO BE CONTINUING TO TREAD WATER OUT THERE WITHOUT ANY  
20 TOOLS TO ASSIST HIM TO BECOME THE KIND OF PHYSICIAN MANAGER  
21 THAT HE NEEDS TO BE. AND THAT'S WHAT'S SO UNFORTUNATE AND THE  
22 SCHOOL NEEDS TO BE A PARTNER IN THAT. THAT'S WHAT THE  
23 AFFILIATION IS ABOUT IS A PARTNERSHIP. WE TALKED ABOUT THAT 10  
24 MONTHS AGO. WE KEPT GETTING ASSURANCES THAT YOU WERE GOING TO  
25 BE A VERY REAL PARTNER BUT I FIND YOU JUST SITTING ON THE



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1 SIDELINES, YOU KNOW? I DON'T KNOW WHAT YOU'RE DOING. I MEAN,  
2 IT'S JUST HARD TO UNDERSTAND. HOPEFULLY, YOU ARE TRAINING GOOD  
3 RESIDENTS BECAUSE I'VE MET A LOT OF PEOPLE THAT HAVE GRADUATED  
4 FROM M.L.K. AND THEY DID HAVE TROUBLE, THE REPUTATION ISN'T  
5 THE BEST BUT-- AND THEY HAD THEIR CONCERNS AS WELL BUT THEY  
6 ARE GOOD, PRACTICING DOCS OUT THERE RIGHT NOW THAT PEOPLE  
7 TRUST EVERY SINGLE DAY. THAT'S WHAT WE NEED. BUT, RIGHT NOW,  
8 IF IT'S MY DUTY TO SIGN OR MY RESPONSIBILITY TO SIGN ON YOUR  
9 AFFILIATION AGREEMENT, RIGHT NOW, FROM WHAT I SEE AND WHAT I  
10 KNOW, I COULDN'T APPROPRIATELY DO THAT AT THIS MOMENT, WHICH  
11 SHOULD MAKE YOU WORRY BECAUSE I'M ONLY ONE VOTE. THERE ARE  
12 FOUR OTHERS AROUND HERE YOU'RE GOING TO HAVE TO CONVINCE  
13 OTHERWISE. BUT, IN THREE MONTHS, ACCORDING TO WHAT DR.  
14 GARTHWAITE'S GIVEN YOU ANOTHER THREE MONTHS, I HOPE YOU STEP  
15 UP AND HAVE MORE COMMANDING OWNERSHIP OTHER THAN WHAT YOU HAVE  
16 TODAY BECAUSE IT IS NOT CONVINCING. WE HAVE OTHER PEOPLE.  
17 ANYTHING ELSE, MS. BURKE, ON THAT? OKAY. WE HAVE HECTOR  
18 FLORES. WE HAVE A WHOLE LOT OF PEOPLE. DR. ROSS. DR. FLORES.  
19 THANK YOU. PLEASE PROCEED.

20

21 **DR. HECTOR FLORES:** YES. GOOD AFTERNOON. MY NAME IS HECTOR  
22 FLORES. I'M THE CO-DIRECTOR OF THE FAMILY PRACTICE RESIDENCY  
23 PROGRAM AT WHITE MEMORIAL MEDICAL CENTER HERE IN LOS ANGELES.  
24 I'M ALSO THE CHAIR OF FAMILY MEDICINE AND, FOR THE PAST 12  
25 YEARS, I'VE SERVED ON THE GOVERNING BOARD OF THAT SAME



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1 HOSPITAL, WHICH HAS GIVEN ME A UNIQUE VANTAGE POINT FROM THE  
2 PERSPECTIVE OF HOSPITAL GOVERNANCE, EFFICIENCY AND QUALITY  
3 ASSURANCE. TODAY I COME TO YOU AS ONE OF YOUR APPOINTEES TO  
4 THE HOSPITAL ADVISORY BOARD AND AS THE NEWLY ELECTED CHAIR OF  
5 THAT ADVISORY BOARD AND, TOGETHER WITH THE OTHER 14 MEMBERS OF  
6 THE H.A.B., I CAN CONFIDENTLY SAY THAT IT'S A GROUP OF  
7 INDIVIDUALS WHO BRING A LOT OF EXPERIENCE AND EXPERTISE AND  
8 WANT NOTHING BUT TO BE HELPFUL TO THE PROCESS THAT YOU'RE ALL  
9 DEALING WITH. MY COMMENTS WILL CENTER AROUND FOUR AREAS AND  
10 I'LL STAY BRIEF ON THOSE BUT, CLEARLY, THERE ARE CHALLENGES  
11 AND THE COMPLEXITY OF THOSE CHALLENGES, FROM OUR PERSPECTIVE,  
12 REQUIRES AN IMMEDIATE ACTION PLAN AND I WANT TO SHARE WITH YOU  
13 A 90-DAY ACTION PLAN THAT WE'VE DEVELOPED FOR OURSELVES THAT  
14 ADDRESSES A METHODOLOGY THAT I THINK WILL HELP US BE YOUR EYES  
15 AND EARS AND MINDS THINKING ABOUT THE SAME ISSUES AND SWEATING  
16 THE BULLETS WITH YOU, TOO, BECAUSE WE'RE WILLING TO TAKE THAT  
17 KIND OF A RISK OURSELVES. BESIDES THE CHALLENGES, WE ALSO WANT  
18 TO BE ABLE TO BE A VOICE OF PROVIDING CONTEXT TO THE ISSUES.  
19 WE KNOW THAT MANY OF THE PROBLEMS ENCOUNTERED AT KING DREW  
20 MEDICAL CENTER ARE NOT UNIQUE TO THAT HOSPITAL, NOR ARE THEY  
21 UNIQUE TO THE COUNTY HOSPITALS IN OUR SYSTEM. INDEED, THE  
22 INSTITUTE OF MEDICINE, IN 1999, ISSUED ITS REPORT, TO ERR IS  
23 HUMAN, THAT CALCULATES ABOUT A HUNDRED THOUSAND DEATHS  
24 OCCURRED NEEDLESSLY ACROSS HOSPITALS IN THE UNITED STATES. AT  
25 A LITTLE OVER 5,000 HOSPITALS, THAT'S ABOUT 20 DEATHS PER





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1 HOSPITAL. AND WE KNOW THAT ONE DEATH IS TOO MANY BUT IT TELLS  
2 US THAT THERE'S THE STATE OF THE ART IN HEALTHCARE,  
3 PARTICULARLY IN CASH-STRAPPED INSTITUTIONS, IS CRITICALLY  
4 LACKING IN MANY AREAS. THE THIRD AREA THAT I WOULD WANT TO  
5 TALK ABOUT IS THE CONTINUATION, A BUSINESS CASE, IF YOU WILL,  
6 OF AN ACADEMIC AFFILIATION FOR KING DREW MEDICAL CENTER  
7 BECAUSE, IN MY MIND, AND I WOULD SAY THERE IS CONSENSUS, WE  
8 HAVE NOT PANELED OUR ENTIRE GROUP OF BOARD MEMBERS, THERE'S  
9 CONSENSUS THAT A COMMUNITY-SIZED HOSPITAL OR AN OUTSOURCE  
10 HOSPITAL IN THAT COMMUNITY, IN SPA 6, COULD NOT SURVIVE. THE  
11 ONLY WAY THAT AN INSTITUTION CAN SURVIVE THERE IS TO BE AN  
12 ACADEMIC MEDICAL CENTER WITH AN ACADEMIC PARTNER, WHERE YOU  
13 HAVE ACCESS TO REVENUES THAT ARE NOT TRADITIONAL FOR COMMUNITY  
14 HOSPITALS, SUCH AS GRANTS AND CONTRACTS, CLINICAL TRIALS, AS  
15 WELL AS DOLLARS THAT COME THROUGH CHARGE MASTERS THAT ARE  
16 ALLOWABLE FOR SPECIALTY HOSPITALS. AND, TO THE EXTENT THAT  
17 THERE ARE CENTERS OF EXCELLENCE AT KING DREW MEDICAL CENTER,  
18 FOR EXAMPLE, E.N.T. AND OPHTHALMOLOGY ARE TWO GREAT EXAMPLES,  
19 THAT YOU CAN GET THE CENTER OF EXCELLENCE RECOGNITIONS FROM  
20 HEALTH PLANS AND OTHER PEERS. A FOURTH AREA IS THAT IT'S  
21 CRITICAL TO DEVELOP A FACULTY PRACTICE PLAN AND THE WORK THAT  
22 I DID WITH THE STEERING COMMITTEE ON THE FUTURE OF KING DREW  
23 WAS TO CHAIR THE SUBCOMMITTEE AND THE FACULTY PRACTICE PLAN  
24 WHICH WILL BRING THE KIND OF ACCOUNTABILITY EVERYBODY IS  
25 ASKING FOR: THE ACCOUNTABILITY FOR QUALITY OF CARE, QUALITY OF



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1 TEACHING AND QUALITY OF RESEARCH AND RESEARCH THAT IS  
2 CONGRUENT WITH THE MISSION OF THE MEDICAL CENTER, WHICH IS ITS  
3 PARTNER. THAT IS A CRITICAL PIECE OF SELF-POLICING THAT I  
4 THINK HAS BEEN LACKING. YOU HAVE 356 DOCTORS ON STAFF AT THE  
5 MEDICAL CENTER BUT THERE'S NO COHESIVE STRATEGY FOR A MUTUAL  
6 ACCOUNTABILITY. WE KNOW THE MAJORITY ARE GOOD DOCTORS BUT  
7 THERE ARE A FEW BAD APPLES WHO SLIP THROUGH THE CRACKS WHEN  
8 YOU DON'T HAVE THE SAME SYSTEMS OF ACCOUNTABILITY. IN OUR  
9 COMMITTEE, WE HAD OUR FIRST REALLY WORKING COMMITTEE MEETING  
10 YESTERDAY. WE APPOINTED THREE COMMITTEES, ALONG WITH ELECTING  
11 OUR EXECUTIVE OFFICERS. THE THREE COMMITTEES ARE QUALITY  
12 IMPROVEMENT, HEADED BY DR. KEN KAISER; THE STEERING COMMITTEE,  
13 WHICH WE FORMERLY CALLED THE OPERATIONS COMMITTEE, CHAIRED BY  
14 MR. JIM LOTT; AND THE FINANCE AND PLANNING COMMITTEE, CHAIRED  
15 BY DR. WOODY MIRES. IN EACH OF THESE, WE HAVE SET AN AMBITIOUS  
16 AGENDA TO MEET AT LEAST WEEKLY, AND PERHAPS MORE OFTEN AS  
17 NEEDED, BECAUSE WE KNOW THE TASK AT HAND REQUIRES OUR HANDS-ON  
18 INVOLVEMENT TO THE LEVEL OF DETAIL THAT IS NOT TYPICAL FOR A  
19 GOVERNING BOARD BUT THIS IS AN EXTRAORDINARY CIRCUMSTANCE AND  
20 WE'RE WILLING TO PUT THE TIME AND EFFORT TO DO THAT. ON THE  
21 QUALITY IMPROVEMENT COMMITTEE, SAFETY COMES FIRST. SECONDLY IS  
22 THE ADHERENCE TO THE REGULATORY REQUIREMENTS OF J.C.A.H.O.,  
23 MEDICARE AND EVEN THE BUSINESS INDUSTRY, WHICH WE CALL  
24 LEAPFROG. THESE ARE IMPORTANT PARAMETERS THAT NEED TO BE  
25 ACHIEVED AND THE KIND OF EXPERTISE AROUND THE TABLE IN THAT



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1 HOSPITAL ADVISORY BOARD REFLECTS THE CAPACITY TO PULL IT OFF.  
2 SECONDLY, WE WILL INTEGRATE OUR ACTIVITIES WITH NAVIGANT AND  
3 THE OPPORTUNITY TO PROVIDE EXTRA EYES AND EARS TO THEM AS WELL  
4 AND THE WORK THAT THEY'RE SUPPOSED TO DO. QUITE FRANKLY, WE  
5 COULD NOT PERFORM OUR JOB AS WE EXPECT IT TO BE WITHOUT THE  
6 SUPPORT OF NAVIGANT BECAUSE WE NEED SUPPORT STAFF, WE NEED  
7 DECISION SUPPORT, WE NEED REPORTS AND THE ABILITY TO HAVE  
8 ACCURATE INFORMATION BY WHICH TO MAKE OUR RECOMMENDATIONS TO  
9 YOU. OUR ACCOUNTABILITY IS TO YOU. THE QUALITY IMPROVEMENT  
10 COMMITTEE WILL ALSO ASK THE CLINICIANS, INCLUDING MYSELF, TO  
11 ACTIVELY ENGAGE IN CHART REVIEWS, SELECTING SAMPLES OF CHARTS  
12 THAT HAVE BEEN AUDITED. WE WILL DO THIS UNDER THE AEGIS OF THE  
13 CALIFORNIA EVIDENCE CODE SO THAT WE'RE PROTECTED ON A PEER  
14 REVIEW BASIS AND NOT SUBJECT TO LIABILITIES, BEING SUBPOENAED  
15 FOR INFORMATION ON THESE CASES BUT IT'S THE ABILITY FOR US TO  
16 ACTUALLY INTIMATELY KNOW THE ISSUES THAT NAVIGANT IS TRYING TO  
17 STRUGGLE WITH AND CREATE AN ELEMENT OF CONFIDENCE AND CREATE  
18 AN ELEMENT OF TEAMWORK, INTERDISCIPLINARY TEAMWORK RATHER THAN  
19 THE FINGER POINTING THAT HAS TRADITIONALLY HAMPERED THE  
20 INSTITUTION. WE WILL ALSO AUDIT CREDENTIALING POLICIES AND  
21 CURRENT COMPETENCE EVALUATIONS SO THAT SIMPLY BECAUSE SOMEBODY  
22 HAS BEEN IN THE HOSPITAL A LONG TIME DOESN'T MEAN THAT THEY  
23 AUTOMATICALLY GET REAPPOINTED BUT THAT THERE IS A PROCESS OF  
24 INITIAL APPOINTMENT AS WELL AS REAPPOINTMENT TO ENSURE THAT  
25 THE SAFETY OF PATIENTS AND THE QUALITY OF CARE IS PRESERVED.



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1 THE QI COMMITTEE WILL ALSO PROVIDE THE HOSPITAL ADVISORY BOARD  
2 WITH REGULAR REPORTS ON NAVIGANT'S PROGRESS ON THE  
3 IMPLEMENTATIONS OF CLINICAL OUTCOMES AND EVALUATE THE  
4 OPPORTUNITIES FOR INTEGRATION OF PHYSICIAN PERFORMANCE WITH  
5 INCENTIVES IN A FACULTY PRACTICE PLAN. THE STEERING COMMITTEE  
6 WILL FOCUS ON THE OPERATIONAL ISSUES FROM AN EXECUTIVE LEVEL,  
7 LOOKING AT HUMAN RESOURCES, HELPING RECRUIT THE KEY STAFF THAT  
8 THE MEDICAL CENTER DIRELY NEEDS, INCLUDING THE RECRUITMENT OF  
9 THE C.E.O. AND A C.O.O. AND A CHIEF NURSING OFFICER. ONE OF  
10 THE MODELS I COME FROM AT ADVENTIST HEALTH SYSTEMS WEST IS  
11 THAT, WHEN YOU HAVE A SYSTEM, YOU CAN BORROW FROM YOUR  
12 COLLEAGUE HOSPITALS IN ORDER TO STRENGTHEN AN INSTITUTION. FOR  
13 EXAMPLE, WHEN OUR GLENDALE ADVENTIST HOSPITAL IS RECOGNIZED  
14 FOR EXCELLENCE, THE C.E.O. WAS PAID INCENTIVES TO MOVE TO SIMI  
15 VALLEY AND DO THE SAME THING AT SIMI VALLEY. AND WE REPLACED  
16 HIS ROLE AT ADVENTIST MEDICAL CENTER, AT GLENDALE ADVENTIST  
17 MEDICAL CENTER WITH AN EQUALLY CAPABLE PERSON. MAYBE THAT'S  
18 THE KIND OF THINKING THAT THE COUNTY SYSTEM SHOULD ADOPT.  
19 EVALUATING THE DEPARTMENT OF HEALTH SERVICES IS ALSO AN  
20 IMPORTANT PART OF US. HAVING DR. GARTHWAITE AS PART OF OUR  
21 MEMBERSHIP ALSO ALLOWS US TO BE A GOOD CRITICAL SUPPORT FOR  
22 HIM IN THE ROLE THAT HE'S SUPPOSED TO PLAY BUT ALSO PROVIDE  
23 ADVICE TO THE BOARD OF SUPERVISORS ON THE ENTIRE D.H.S.  
24 STRATEGY. LASTLY, THIS COMMITTEE WILL ALSO LOOK AT THE MEDICAL  
25 SCHOOL OPERATIONS AGREEMENT AND LOOK AT THE FEASIBILITY OF



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1 IMPROVEMENTS IN ORDER TO ACCOMPLISH WHAT WE'RE ALL TRYING TO  
2 ACCOMPLISH, WHICH IS IMPROVED QUALITY OF CARE ALONG WITH ALL  
3 THE OTHER ACCOUNTABILITIES. THERE'S ALSO A FINANCE COMMITTEE  
4 THAT WILL LOOK AT FINANCIAL PERFORMANCE, OPPORTUNITIES FOR  
5 EFFICIENCIES, OPPORTUNITIES FOR COST REDUCTIONS BUT ALSO  
6 OPPORTUNITIES WHERE INVESTMENTS CAN BE MADE TO IMPROVE THE  
7 OVERALL STABILITY OF THE INSTITUTION. IN SHORT, THE OUTCOMES  
8 THAT WE EXPECT IN A 90-DAY TIME LINE IS TO ENSURE PATIENT  
9 SAFETY AND RESTORE CONFIDENCE IN THE KING DREW MEDICAL CENTER.  
10 SECONDLY IS TO IMPLEMENT CONTINUOUS QUALITY IMPROVEMENT WITH  
11 OUR PERSONAL INVOLVEMENT TO MEET OR EXCEED REGULATORY  
12 REQUIREMENTS AND RESULT IN SUCCESSFUL J.C.A.H.O. AND C.M.S.  
13 RECERTIFICATION, IMPROVE PROFESSIONAL AND K.D.M.C. STAFF  
14 MORALE. WE KNOW THAT EVERYONE HAS THE MENTALITY OF BEING IN A  
15 STATE OF SIEGE. YOU WALK INTO THAT INSTITUTION AND EITHER  
16 YOU'RE DRAINED PERSONALLY BY THE PRESENCE OF THAT SIEGE  
17 MENTALITY. WE WANT TO REMOVE THAT AND WE WANT TO CHAMPION THE  
18 PEOPLE WHO ARE DOING GREAT WORK AND WHO ARE COMMITTED TO  
19 PROVIDE THE BEST POSSIBLE CARE IN THAT COMMUNITY. OVERALL, WE  
20 WANT TO FOSTER A CULTURE OF EXCELLENCE. WE WANT TO FOSTER THE  
21 ATTITUDE THAT EVERY PATIENT THAT IS TREATED THERE IS TREATED  
22 LIKE A PERSONAL FRIEND OR A SISTER OR A MOTHER OR A FATHER AND  
23 THAT EVERY DOLLAR THAT IS SPENT IS SPENT LIKE OUR OWN MONEY SO  
24 THAT WE CAN BE THE MOST JUDICIOUS USERS OF THAT RESOURCE. THAT  
25 IS OUR COMMITMENT TO YOU AS A HOSPITAL ADVISORY BOARD. WE'RE



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1 ALL COMMITTED TO WORK AND WORK COLLABORATIVELY WITH YOU IN  
2 THAT REGARD. I'D BE HAPPY TO ANSWER ANY QUESTIONS.

3

4 **SUP. MOLINA, CHAIR:** ANY QUESTION OR COMMENT? DR. FLORES,  
5 YOU'VE GOT TO BE MY LAST HOPE, OKAY? I KNOW THAT SOUNDS  
6 DESPERATE BUT I'M DESPERATE AND, I MEAN, BECAUSE ALL I CAN DO  
7 IS TRUST THAT, SOMEWHERE ALONG THE WAY, SOMEBODY'S GOING TO  
8 CREATE AN EFFECTIVE PATHWAY TO SOLVING THIS PROBLEM AND I KNOW  
9 THAT, IN YOUR GROUP, YOU HAVE A GROUP OF PEOPLE THAT KNOW WHAT  
10 TO DO BECAUSE THEY'VE DONE IT, THEY'VE BEEN DOING IT, THEY'RE  
11 DOING IT TODAY AND THEY KNOW WHAT'S RIGHT AND WHAT'S WRONG.  
12 AND MY CONCERN IS, IS THAT I HOPE YOU'RE GOING TO BE ABLE TO  
13 MOVE QUICK ENOUGH, AND NOT TO ADDRESS EVERYTHING, BECAUSE  
14 NOBODY CAN DO EVERYTHING IN 90 DAYS, BUT TO ASSIST US IN  
15 GETTING TO A PLACE WHERE WE CAN HAVE A MORE EFFECTIVE,  
16 CORRECTIVE PATHWAY IN PLACE BECAUSE RIGHT NOW, IT'S SO-- EVERY  
17 TIME YOU GET AT SOMETHING, THEY SAY, "WE'RE NOT THERE YET.  
18 THIS IS WORSE THAN WE THOUGHT. WELL, WE'RE NOT DOING THAT YET.  
19 SOMEBODY ELSE IS DOING THAT. OH, THAT'S A HUMAN RESOURCES  
20 PROBLEM. THEY'RE GOING TO GET TO IT." SO EVERYTHING IS ON A  
21 PATHWAY TO, YOU KNOW. AND THEN, WHEN YOU LOOK AT PROBLEMS THAT  
22 COME UP, FOR EXAMPLE, WELL, AS WE DID IN THE RADIOLOGY THING  
23 AND YOU TRY AND DISSECT IT, THERE'S JUST SO MANY THINGS THAT  
24 ARE COMPOUNDED THAT IT MAKES YOU WONDER. I MEAN, I KEEP  
25 SAYING, IT'S LIKE THROWING A BUNCH OF KNOTTED SHOE LACES IN





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1 THE MIDDLE OF THE FLOOR AND TRYING TO SORT OUT HOW YOU BEGIN  
2 TO, YOU KNOW, UNTIE THEM. AND YET YOU HAVE TO DO IT IN A VERY  
3 CONSTRAINED PERIOD OF TIME BECAUSE, EVENTUALLY, I MEAN, WE ALL  
4 KNOW THAT, EVENTUALLY, WE CAN ALWAYS UNTIE THE KNOTS. WE JUST  
5 DON'T KNOW HOW LONG IT'S GOING TO TAKE US TO DO IT AND  
6 DEPENDING ON THE DEDICATION AND THE KIND OF TIME THAT WE HAVE  
7 AND OUR WILLINGNESS TO SIT DOWN AND DO IT. THE PROBLEM IS THAT  
8 I SEE US IN A VERY, VERY LIMITED AMOUNT OF TIME TO UNTIE ALL  
9 OF THE KNOTS. AND SO I'M JUST SAYING TO YOU THAT I APPRECIATE  
10 THAT YOU CREATED THIS STRUCTURE THAT IS GOING TO AT LEAST  
11 MEET, HOPEFULLY, AS YOU SAID, ON A WEEKLY BASIS, MORE OFTEN IF  
12 NEED BE AND THAT YOU'RE GOING TO DO IT, HOPEFULLY, HAVE SOME  
13 IDEA OF WHERE YOU'RE AT WITHIN 90 DAYS BECAUSE I WOULD BE  
14 TROUBLED BY LISTENING TO, "WE'RE GOING TO DO THIS AND WE'RE  
15 GOING TO MEET IN THREE WEEKS AND WE'RE GOING TO," YOU KNOW?  
16 WE'RE REALLY IN CRISIS SITUATION AND THE CAPABILITY OF YOUR  
17 COMMITTEE CAN BE VERY HELPFUL TO US BECAUSE THEY'RE BETTER  
18 ARMED THAN WE ARE TO ASK THE QUESTIONS, THE RIGHT QUESTIONS,  
19 TO EVALUATE WHETHER IT IS CORRECTIVE BECAUSE I DON'T KNOW IF  
20 59% IS A GOOD THING. I EVALUATE AT A DIFFERENT LEVEL. YOU, AS  
21 A MEDICAL DOCTOR, AS SOMEONE WHO IS INVOLVED IN THE  
22 ADMINISTRATION IN A HOSPITAL MIGHT SAY THAT'S NOT BAD, THIS  
23 DOES MEAN THE FOLLOWING THINGS. I ONLY EQUATE IT TO A D-MINUS,  
24 WHICH IS MAYBE NOT THE WAY TO EVALUATE IT. SO I SAY TO YOU,  
25 YOU'RE MY LAST HOPE BUT I HOPE YOU UNDERSTAND THAT IF, IN 90



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1 DAYS, ALL WE GET IS A LOT OF STUFF LIKE, YOU KNOW, "WE'RE  
2 DRAFTING LETTERS, WE'RE IN THE PROCESS OF ASKING, WE'RE GOING  
3 TO MEET NEXT WEEK," I REALLY, I MEAN, THEN I'LL LOSE ALL HOPE.  
4 SO I JUST-- I THINK WE NEED SOME COMMANDING PRESENCE AT THIS  
5 HOSPITAL. WE NEED SOME COMMANDING DIRECTION BECAUSE EACH OF US  
6 HERE, REALLY, I KNOW WE'RE VERY DEDICATED TO KEEPING THE  
7 HOSPITAL OPEN AND WE COULD EVEN BE VERY DEDICATED TO KEEPING  
8 IT AS A TRAINING FACILITY BUT, RIGHT NOW, THERE'S-- EVERY TIME  
9 I SEE THESE REPORTS, WHETHER-- AND AGAIN, I STARTED OUT BEING  
10 VERY, VERY CONFIDENT OF NAVIGANT. I MEAN, I HAD HEARD OF THEIR  
11 REPUTATION, I KNEW WHAT THEY COULD BE, YOU KNOW, TURNAROUND  
12 ARTIST AND YET IT'S NOT PROVING TO BE SO. AND IT'S TRUE, IT'S  
13 PROBABLY WORSE THAN THEY THOUGHT, THERE'S NO DOUBT BUT, AT THE  
14 SAME TIME, I NEED MORE OF A COMMANDING PRESENCE, SOMEBODY TO  
15 SAY, "LOOK, GLORIA, IT'S GOING TO GET FIXED AND HERE'S HOW  
16 WE'RE GOING TO FIX IT." THAT'S WHAT I WANT. I MEAN, BECAUSE I  
17 KNOW THAT I DON'T-- CAN'T GO IN THERE AND SAY, "THIS IS HOW TO  
18 DO IT, GUYS," BECAUSE I DON'T KNOW WHAT TO DO. SO I GUESS THAT  
19 YOU'RE OUR LAST HOPE. I HOPE THAT YOU HAVE A GROUP OF PEOPLE  
20 WHO ARE LIKE- MINDED, WHO UNDERSTAND THE SENSE OF URGENCY. IF  
21 THEY DON'T ATTEND MEETINGS, IF THEY DON'T PARTICIPATE, IF THEY  
22 DON'T GIVE THEIR ADVICE, THEN EVEN THIS GROUP WILL NOT BE ABLE  
23 TO SAVE THE HOSPITAL AND WE'RE GOING TO HAVE TO GO TO MORE  
24 DRASTIC MEASURES. I DON'T LIKE THE IDEA OF CONTRACTING OUT BUT  
25 IT MIGHT BE A VERY GOOD IDEA. I DON'T LIKE THE IDEA OF CLOSING



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1 AT ALL BUT MAYBE IT WOULD BE WORTHWHILE TO CLOSE DOWN AND  
2 REOPEN. I DON'T KNOW BUT I NEED SOME COMMANDING DIRECTION AND  
3 ASSISTANCE. AND SO THAT'S A DESPERATE CALL THERE AND I HOPE  
4 THAT WE WILL HEAR SOME VERY POSITIVE THINGS THAT ARE GOING ON  
5 AND SOME CHANGES BEING MADE. BUT IF IT'S JUST KIND OF ANOTHER,  
6 LIKE, "GIVE ME MORE TIME, CAN WE HAVE AN EXTENSION, WE'RE IN  
7 THE PROCESS OF DRAFTING, WE'RE IN THE PROCESS OF MEETING,"  
8 THEN WE'RE GOING TO BE IN THE SAME SITUATION THREE MONTHS FROM  
9 NOW.

10

11 **DR. HECTOR FLORES:** I APPRECIATE YOUR CONFIDENCE.

12

13 **SUP. MOLINA, CHAIR:** BUT LET ME JUST EXPRESS MY HOPE AND  
14 EXPRESSION OF GRATITUDE IF YOU'RE WILLING TO ROLL UP YOUR  
15 SLEEVES AND GET TO WORK BECAUSE THIS IS GOING TO BE A BIG,  
16 BIG, BIG JOB.

17

18 **DR. HECTOR FLORES:** YES, WE ARE AND THANK YOU FOR YOUR  
19 CONFIDENCE. I'M HAPPY TO SAY THAT ALL THE 15 BOARD MEMBERS ARE  
20 EQUALLY COMMITTED TO THIS. 13 OF US ARE HERE IN LOS ANGELES,  
21 SO WE LIVE AND BREATHE THE L.A. COUNTY CRISIS. WE SEE THE  
22 COUNTY AS AN IMPORTANT PARTNER FOR US SO THERE'S A LOT OF  
23 REASON FOR US TO ENGAGE THE TIME THAT IT REQUIRES TO GET THE  
24 JOB DONE.

25



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1   **SUP. BURKE:** I'D JUST LIKE TO ASK A COUPLE QUESTIONS. AND,  
2   FIRST OF ALL, THANK YOU VERY MUCH FOR SPENDING THE KIND OF  
3   TIME THAT YOU HAVE BECAUSE I KNOW THAT YOU HAVE  
4   RESPONSIBILITIES, MAJOR RESPONSIBILITIES AT WHITE MEMORIAL.  
5   WHEN YOU LOOK AT THE TASK THAT YOU'RE UNDERTAKING AND TALKING  
6   ABOUT RECONFIGURING THE HOSPITAL, WHAT DEPARTMENTS DO YOU SEE  
7   THAT COULD BE ELIMINATED IN TERMS OF CHANGING THE DIRECTION OF  
8   THE HOSPITAL, AS DR. SATCHER HAD INDICATED MIGHT BE  
9   APPROPRIATE IN TERMS OF AS A TEACHING HOSPITAL BUT SOME  
10   SUBSPECIALTIES, PERHAPS, THAT MIGHT NOT BE ABLE TO BE  
11   CONTINUED? HAVE YOU LOOKED AT THAT AT ALL OR ARE YOU LOOKING  
12   AT THAT?

13

14   **DR. HECTOR FLORES:** WE LOOKED AT THIS THROUGH MY WORK IN THE  
15   STEERING COMMITTEE ON THE FUTURE OF KING DREW, THE PREMISE  
16   BEING THAT WE BELIEVE THERE'S A PHILOSOPHICAL REASON TO HAVE  
17   AN ACADEMIC AFFILIATION. BUT MY PERSPECTIVE REALLY IS A  
18   BUSINESS CASE FOR THAT ACADEMIC AFFILIATION AND, IF YOU'RE  
19   GOING TO BE AN ACADEMIC TEACHING HOSPITAL, YOU HAVE TO HAVE  
20   CERTAIN CORE RESIDENCY PROGRAMS OR TRAINING PROGRAMS. AND, FOR  
21   A HOSPITAL THAT'S LOCATED IN AN UNDERSERVED AREA, YOU HAVE AN  
22   EVEN HIGHER CHARGE, WHICH IS TO PROVIDE ACCESS TO BASIC  
23   PRIMARY CARE SERVICES ALONG WITH SPECIALTY. SO IF WE WERE  
24   LOOKING-- AND I KNOW THAT FOLKS HAVE TALKED ABOUT THIS AT THE  
25   BOARD OF TRUSTEES LEVEL AT DREW, IS THAT THERE IS A NEED TO



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1 SOLIDIFY THE PRIMARY CARE SPECIALTIES ALREADY AT KING DREW,  
2 SUCH AS INTERNAL MEDICINE, FAMILY PRACTICE, O.B., PSYCHIATRY,  
3 WHICH IS A TYPE OF SERVICE THAT IS NOT READILY AVAILABLE  
4 ANYWHERE IN THE COUNTY, EVEN PEOPLE WITH PRIVATE INSURANCE  
5 DON'T HAVE THAT KIND OF ACCESS, SURGERY, REALLY BE ABLE TO--  
6 AND OBSTETRICS. BE ABLE TO BRING ALL OF THOSE TOGETHER AND  
7 REALLY BUILD AROUND THEM A SPECIALTY ACADEMICALLY ORIENTED  
8 SERIES OF DEPARTMENTS. THE KEY, FROM OUR VANTAGE POINT, IS WE  
9 STILL NEED TO DO SOME DUE DILIGENCE, DIGGING DEEPER INTO THE  
10 DEPARTMENTAL FUNCTIONS, TO SEE WHETHER SOME DEPARTMENTS MERELY  
11 SHOULD BE CONTINUING TO BE A SERVICE PROVIDER, I.E., RADIOLOGY  
12 AND NOT ASPIRE TO HAVE A RESIDENCY REVIVED THERE BUT THE  
13 SERVICES WILL CONTINUE OR HAVE A RADIOLOGY RESIDENCY PLANNING  
14 FOR THE FUTURE. SO THERE ARE CORE GROUP OF SPECIALTIES THAT I  
15 THINK THE HOSPITAL WOULD ABSOLUTELY HAVE TO HAVE AND, BECAUSE  
16 OF THE LACK OF READILY AVAILABLE SUBSPECIALTY SERVICES AND  
17 PRIVATE PRACTITIONERS, WE WOULD NEED TO MAKE SURE THAT THIS  
18 ACADEMIC INSTITUTION MAINTAINED A RELATIONSHIP WITH  
19 SUBSPECIALTY TRAINING PROGRAMS. THEY COULD BE AT KING DREW  
20 MEDICAL CENTER, COULD BE A PARTNERSHIP WITH OTHER INSTITUTIONS  
21 IN THE COUNTY BUT WE'RE OPEN ABOUT THE WAY WE'RE APPROACHING  
22 THIS. I CAN'T SPEAK FOR THE HOSPITAL ADVISORY BOARD AND WHERE  
23 IT STANDS TODAY BECAUSE WE, FRANKLY, HAVE NOT TALKED ABOUT  
24 THAT SPECIFIC ISSUE.

25



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1    **SUP. BURKE:** THANK YOU.

2

3    **SUP. MOLINA, CHAIR:** ANYTHING ELSE? THANK YOU, DOCTOR.

4

5    **DR. HECTOR FLORES:** THANK YOU VERY MUCH.

6

7    **SUP. MOLINA, CHAIR:** WE APPRECIATE YOUR TIME AND YOUR PATIENCE  
8    HERE. NEXT WE HAVE BARBARA FRANCO. DR. HARRY WARD, GWENDOLYN  
9    HABBART. OR HOBART. I'M NOT SURE. PLEASE JOIN US, PLEASE.  
10    WOULD YOU SAY -- WE HAVE A LOT OF PEOPLE -- TWO MINUTES? IF  
11    YOU COULD KEEP YOUR REMARKS TO TWO MINUTES, WE WOULD  
12    APPRECIATE IT. THANK YOU.

13

14    **DR. HARRY WARD:** I'LL TRY TO BE BRIEF, SUPERVISOR. MY NAME IS  
15    DR. HARRY WARD. I'M CURRENTLY ON SUSPENSION FROM L.A. COUNTY,  
16    ONE OF THE PEOPLE IN THE NEWSPAPER. I'M THE HEAD OF NEPHROLOGY  
17    AT KING DREW FOR ABOUT 12-1/2 YEARS PREVIOUSLY, RUNNING THE  
18    TRANSPLANT SERVICE AT HARBOR U.C.L.A. I JUST CAME HERE TO TRY  
19    AND REASSURE THE BOARD THAT, EVEN THOUGH OUR DIALYSIS PROGRAM  
20    WAS INVESTIGATED IN 1998, MY VOICE IS CRACKING, I APOLOGIZE,  
21    AND I THOUGHT WE WERE ESSENTIALLY EXONERATED AND WE PROMISED  
22    TO MAKE CERTAIN CHANGES IN THE PROGRAM, WHICH I BELIEVE WE  
23    WERE WITHIN 98% COMPLIANCE. I DON'T SEE DIALYSIS PATIENTS  
24    ALONE, IT'S MY DIVISION. WHEN I CAME FROM HARBOR, THE CURRENT  
25    CHIEF AT HARBOR SHOWED ME HOW TO PROPOSE A TRI-PART TYPE





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1 CONTRACT TO RUN A DIALYSIS PRACTICE WITHIN THE CONTEXT OF THE  
2 UNIVERSITY AND THE COUNTY. WE'VE ALWAYS TRIED TO RESPECT THE  
3 COUNTY HOURS, PUT IN MORE THAN OUR HOURS WORKING OVERTIME AND  
4 WEEKENDS AND YOU CAN ASK DR. YOSHIKAWA AND OTHER PEOPLE ABOUT  
5 MY REPUTATION. IF HE REPORTED ME, I'D BE SURPRISED TO HEAR HIM  
6 SAY THAT. BUT OUR PROGRAM IS MODELED AFTER HARBOR'S, AND  
7 OLIVE-- NOT OLIVE VIEW, I'M SORRY, U.S.C. AND OLIVE VIEW ALSO  
8 HAS A PROGRAM. IF WE WANTED TO CHEAT OR DEFRAUD THE COUNTY, I  
9 DON'T THINK WE'D SET UP OUR BILLING AND DO WHAT WE'RE DOING  
10 THROUGH THE UNIVERSITY AND MY NAME AND REPUTATION HAS BEEN  
11 TAINTED AND PEOPLE HAVE SPOKEN OUT ON THIS BOARD WHO DON'T  
12 EVEN KNOW ME, AGAINST ME. LAST TIME I WAS AT THIS BOARD, I WAS  
13 FAMILIAR WITH MR. HAHN AND, IN '91, WHEN I CAME BACK FROM  
14 DESERT STORM IN UNIFORM WITH OTHER COUNTY EMPLOYEES WHO WERE  
15 RESERVISTS IN DESERT STORM, WE WERE HONORED AT THIS BOARD. AND  
16 I DIDN'T HAVE TO SPEND MY 23-YEAR CAREER AS A PROFESSOR AT  
17 U.C.L.A. AND WITH THE L.A. COUNTY TO HAVE IT END THIS WAY. AND  
18 I THINK THERE ARE PEOPLE AND MAYBE I'M NOT POPULAR AT KING,  
19 BECAUSE THERE ARE PEOPLE WHO I DIDN'T THINK WERE DOING THEIR  
20 JOBS THAT I SPOKE OUT ABOUT BEFORE MYSELF BUT I DIDN'T THINK I  
21 WOULD BE A VICTIM OF IT MYSELF. WE'RE NOT PERFECT, MAYBE I'M  
22 IN ONE OF THOSE CLASS B OR TYPE B TIMECARD SITUATIONS THAT  
23 THEY MENTIONED BUT WE DO OUR JOB, WE GIVE THE COUNTY OUR POUND  
24 OF FLESH AND WE WORK REALLY HARD. ON MY WATCH, I'VE NEVER SEEN  
25 A DIALYSIS PATIENT OR KIDNEY PATIENT GET INTO PROBLEMS. I SEND



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1 KIDNEY DOCTORS FROM FUNDS THAT WE GENERATE FROM OUR DIALYSIS  
2 PROGRAM TO OLIVE VIEW, TO MR. ANTONOVICH'S DISTRICT. MR.  
3 YAROSLAVSKY ORDERED NEW DIALYSIS NURSES TRAINED AFTER THERE  
4 WERE DEATHS AT L.A. COUNTY U.S.C. THOSE NEVER HAPPENED ON MY  
5 WATCH WHEN I RAN THE DIALYSIS PROGRAM. SO YOU CAN LOOK AT THE  
6 HOSPITAL AND FIND FAULT BUT WE RUN A TIGHT SHIP IN MY DIVISION  
7 AND I BELIEVE DR. YOSHIKAWA TRIES TO RUN A TIGHT SHIP IN THE  
8 DEPARTMENT OF MEDICINE AND I JUST DON'T THINK IT'S FAIR WHAT'S  
9 GOING ON. BUT I'M GOING TO STAY AND PERSIST AND TRY TO CLEAR  
10 MY NAME AND, MOST IMPORTANTLY, MY PROGRAM'S NAME AND MY  
11 COLLEAGUES' NAMES AND ALLOW US TO DO THE KINDS OF INNOVATIVE  
12 UNIVERSITY PRACTICES THAT ARE CONSIDERED NORMAL AND APPLAUDED  
13 AT OTHER UNIVERSITY PRACTICES WHEREAS, IN THE COUNTY, WE ARE  
14 PITTED AGAINST OUR UNIVERSITY AND RESEARCH ISSUES. OUR  
15 TIMECARDS FOR THE COUNTY ARE PITTED AGAINST OUR ACTIVITIES IN  
16 PRACTICE OR WHAT HAVE YOU. WE PAY FELLOW SALARIES, TRAINEE  
17 SALARIES, EXCLUSIVE...

18

19 **SUP. MOLINA, CHAIR:** DR. WARD, I'M GOING TO ASK YOU TO FINISH.  
20 I'VE GOT YOUR REPORT RIGHT HERE AND IT'S NIGHT AND DAY, OKAY?  
21 <LAUGHS>

22

23 **DR. HARRY WARD:** I'M SORRY?

24

25 **SUP. MOLINA, CHAIR:** NIGHT AND DAY, SIR.



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1

2 **DR. HARRY WARD:** ALL RIGHT BUT, ANYWAY, I JUST WANT TO SAY WHAT  
3 WE DO, WE BRING PATIENTS, BILLABLE PATIENTS INTO THE COUNTY,  
4 WE BRING PHYSICIANS WHO WOULDN'T OTHERWISE BE PAID BY THE  
5 COUNTY. I HAVEN'T PERSONALLY BILLED ANY MEDICARE PATIENTS FOR  
6 SEVEN MONTHS SO IF I'M OUT FOR MYSELF...

7

8 **SUP. MOLINA, CHAIR:** SOMEBODY'S LOOKING FOR THE MONEY.

9

10 **DR. HARRY WARD:** YEAH, OKAY, WELL...

11

12 **SUP. MOLINA, CHAIR:** I'M READING YOUR REPORT.

13

14 **DR. HARRY WARD:** YOU SAY THAT BUT I'M GOING TO SAY I'M PROUD OF  
15 THE PROGRAM, THE DIALYSIS PROGRAM AND THE WAY WE'VE BEEN DOING  
16 THINGS OVER THE YEARS. I'M PROUD OF THE PROGRAM. I DON'T THINK  
17 WE'VE DONE ANYTHING WRONG. IF YOU WANT TO NITPICK AND SAY  
18 SOMETHING-- WE DID SOMETHING WITH OUR TIMECARDS...

19

20 **SUP. MOLINA, CHAIR:** I'M NOT NITPICKING...

21

22 **DR. HARRY WARD:** ...THEN THAT'S ONE THING.

23

24 **SUP. MOLINA, CHAIR:** WELL, YOU'RE NOT A TIMECARD PROBLEM AND  
25 YOU KNOW THAT.



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1

2 **DR. HARRY WARD:** I'M NOT?

3

4 **SUP. MOLINA, CHAIR:** NOPE.

5

6 **DR. HARRY WARD:** I DON'T UNDERSTAND. I THOUGHT-- TIMECARD? I  
7 DON'T KNOW...

8

9 **SUP. MOLINA, CHAIR:** SIR, YOU'VE BEEN COUNSELED. YOU KNOW.  
10 THANK YOU, DR. WARD.

11

12 **SUP. ANTONOVICH:** ONE QUESTION.

13

14 **SUP. MOLINA, CHAIR:** SURE.

15

16 **SUP. ANTONOVICH:** WHEN YOU WERE-- AUGUST 12TH, 1998, INDICATED  
17 THAT YOUR PROGRAM WOULD REQUIRE BOARD APPROVAL, WAS THAT EVER  
18 APPROVED BY THE BOARD OF SUPERVISORS?

19

20 **DR. HARRY WARD:** I SAID IT SHOULD REQUIRE...?

21

22 **SUP. ANTONOVICH:** YES.

23

24 **DR. HARRY WARD:** WELL, WHEN I-- I CAME DOWN WITH DR. YOSHIKAWA  
25 AND DR. SAVAGE...



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1

2 **SUP. ANTONOVICH:** ANY CONTINUED ASSOCIATION WITH A PRIVATE  
3 PROGRAM FOR ACADEMIC PURPOSES WOULD REQUIRE BOARD APPROVED  
4 AGREEMENT.

5

6 **DR. HARRY WARD:** THAT'S NOT WHAT I UNDERSTOOD. I CAME DOWN  
7 HERE, SUPERVISOR...

8

9 **SUP. ANTONOVICH:** THIS IS AUGUST 12TH, 1998, WHEN YOU WERE  
10 FIRST INVESTIGATED.

11

12 **DR. HARRY WARD:** I UNDERSTAND. WE RECEIVED A LETTER OF  
13 CORRECTION WHICH SAID THAT WE COULD DO THE PROGRAM. BASICALLY,  
14 WE HAD TO SIGN CONFLICT OF INTEREST STATEMENTS, WE HAD TO...

15

16 **SUP. MOLINA, CHAIR:** DO YOU HAVE THAT LETTER?

17

18 **DR. HARRY WARD:** YES.

19

20 **SUP. MOLINA, CHAIR:** WHERE IS IT?

21

22 **DR. HARRY WARD:** I'LL DIG IT UP. I THOUGHT MY CHAIRMAN GAVE IT  
23 TO AN AUDITOR FROM THE COUNTY THE OTHER DAY. BUT LET ME JUST  
24 SAY THAT THREE MAIN CONDITIONS IN THE CORRECTION WERE TO SIGN  
25 CONFLICT OF INTEREST STATEMENTS, TO GIVE PATIENTS MORE CHOICES



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1 IN THEIR REFERRALS, WHICH WE'VE COMPLIED WITH, AND TO TRY TO  
2 COMPLY WITH COUNTY TIMECARDS. IT'S BEEN SEVEN YEARS. I  
3 ACTUALLY WENT TO THE CONTRACTS OFFICE WITH THE COUNTY AND  
4 PROPOSED TO THEM SEVERAL TIMES, WHAT IS IT YOU'D LIKE US TO  
5 DO? TRI-PART TYPE AGREEMENT? M.O.U. OR WHAT HAVE YOU? WE WANT  
6 TO BE JUST LIKE HARBOR AND U.S.C. AND THE OTHERS SO I'M NOT  
7 SURE WHAT THE DIFFERENCE IS BETWEEN OUR DIALYSIS PROGRAM AND  
8 THEIRS. I'M JUST REALLY NOT SURE. WHAT'S THE DIFFERENCE?

9

10 **SUP. ANTONOVICH:** WHO SIGNED THE REPORT?

11

12 **DR. HARRY WARD:** YOU CANCELLED HARBOR AND U.S.C.'S CONTRACTS  
13 FOR DIALYSIS RIGHT AFTER THIS INVESTIGATION INTO US AND I  
14 ASKED THOSE DIVISION CHIEFS, WELL, WHAT DOES THE COUNTY WANT  
15 FROM YOU NOW IN TERMS OF DOING THIS? AND, UNLESS THEY'RE NOT  
16 TELLING THE TRUTH, THEY SAID THEY DIDN'T KNOW.

17

18 **SUP. MOLINA, CHAIR:** IT'S CALLED SIR, HONESTLY. HONESTY.

19

20 **SUP. ANTONOVICH:** IN '98, THE RECOMMENDATION WAS THAT THE  
21 HOSPITAL ADMINISTRATION SHOULD TAKE APPROPRIATE DISCIPLINARY  
22 ACTION WITH RESPECT TO YOUR PROGRAM.

23

24 **DR. HARRY WARD:** THE LETTER OF CORRECTION, I SAT DOWN WITH  
25 RANDY FOSTER AND WE WENT OVER IT BUT WE WERE NOT INSTRUCTED TO





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1 STOP DOING IT AND WE WEREN'T TOLD WE COULDN'T DO IT. I MEAN,  
2 IT IMPLIED-- WE'D BEEN THERE FOR SEVEN YEARS. NOBODY'S TOLD US  
3 TO STOP.

4

5 **SUP. ANTONOVICH:** WELL, THAT'S ONE OF THE PROBLEMS THAT WE  
6 DON'T SEEM TO HAVE A FOLLOW THROUGH ON THE RECOMMENDATIONS  
7 WHEN THE DEPARTMENT DOES THINGS.

8

9 **DR. HARRY WARD:** BUT WHEN THE PERSON-- WHEN I'M CALLING THE  
10 CONTRACTS OFFICE AND ASKING THEM FOR CLARIFICATION AND  
11 WHATEVER AND NOBODY IS SAYING ANYTHING TO ME FOR SEVEN YEARS,  
12 THE IMPLICATION, TO ME, IS THAT WE WERE DOING WHAT WE WERE  
13 SUPPOSED TO BE DOING.

14

15 **SUP. ANTONOVICH:** BUT YOU DON'T HAVE A SIGNED CONTRACT.

16

17 **DR. HARRY WARD:** BUT I'M SAYING YOU EVEN CAN'T-- THAT'S TRUE.  
18 HOWEVER, WHEN THE AUDITOR CAME FROM THE COUNTY, HE LOOKED AT  
19 DOCUMENT AFTER DOCUMENT, TRI-PART CONTRACT DOCUMENT THAT I HAD  
20 WRITTEN MYSELF AND SUBMITTED AND HE SAID I SEE WHAT YOU'RE  
21 TRYING TO DO...

22

23 **SUP. MOLINA, CHAIR:** WHERE IS YOUR CAR SO I CAN GO BORROW IT?

24



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1 **DR. HARRY WARD:** I DON'T KNOW WHY YOU'RE TALKING TO ME LIKE  
2 THAT BUT...

3

4 **SUP. MOLINA, CHAIR:** WELL, BECAUSE, SIR, THERE'S A REPORT THAT  
5 YOU'VE REVIEWED AND YOU KNOW IT AND SO, VERY FRANKLY...

6

7 **DR. HARRY WARD:** YOU MEAN FROM 1998, MA'AM?

8

9 **SUP. MOLINA, CHAIR:** YOU BET. AND IT'S BEEN ONGOING PROBLEMS  
10 AND IT'S JUST-- YOU KNOW, WE'RE TRYING TO SAVE THESE BEDS AND  
11 SAVE THIS HOSPITAL.

12

13 **DR. HARRY WARD:** THERE'S PROBLEMS WITH THE HOSPITAL BUT I DON'T  
14 THINK THERE'S A PROBLEM WITH THE DIALYSIS PROGRAM.

15

16 **SUP. MOLINA, CHAIR:** THANK YOU, DR. WARD. ARE YOU MISS FRANKEL?

17

18 **GWENDOLYN HABBART:** NO.

19

20 **SUP. MOLINA, CHAIR:** OH. IS MISS FRANKEL HERE? OH. YOU'RE MRS.  
21 HABBART?

22

23 **DR. GWENDOLYN HABBART:** DOCTOR HABBART, YES.

24



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1    **SUP. MOLINA, CHAIR:** OH, OKAY. AND IF I CAN HAVE MIWAIS  
2    HUSSAINY, THIS-- ALL SIGNED BY THE SAME PERSON, IT'S HARD, DR.  
3    EROLD JEAN-FRANCOIS.

4

5    **SUP. ANTONOVICH:** DO WE HAVE OTHER PHYSICIANS BEING PAID  
6    WITHOUT CONTRACTS, MR. LEAF?

7

8    **SUP. MOLINA, CHAIR:** AND DR. SORVL JALALI. PLEASE JOIN US.

9

10   **FRED LEAF:** WE ARE CONTINUING OUR REVIEW OF THAT ASPECT OF THE  
11   ACTIVITIES BY THE PHYSICIANS AT DREW BUT I WILL NOT SAY RIGHT  
12   NOW THAT WE DON'T HAVE.

13

14   **SUP. ANTONOVICH:** WAS HE STILL BEING PAID SINCE 1998'S REPORT  
15   TO US?

16

17   **FRED LEAF:** WE ARE INVESTIGATING HIS CURRENT ACTIVITIES NOW AND  
18   I'D RATHER NOT SAY RIGHT NOW. WE...

19

20   **SUP. ANTONOVICH:** YOU WILL REPORT TO US THIS WEEK?

21

22   **FRED LEAF:** YES.

23

24   **DR. GWENDOLYN HABBART:** GOOD AFTERNOON, BOARD OF SUPERVISORS,  
25   MY NAME IS GWENDOLYN HABBART, I'M A RESIDENT IN PEDIATRICS AT



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1 THE KING DREW MEDICAL CENTER AND I'M ALSO A PRODUCT OF THE  
2 MEDICAL TRAINING PROGRAM WITH DREW UNIVERSITY AND U.C.L.A. IN  
3 MY TOTAL OF SEVEN YEARS, AS A MEDICAL STUDENT, AS A RESIDENT,  
4 I AM JUST HERE TO TESTIFY THAT I RECEIVED EXCELLENT TRAINING  
5 FROM THE ATTENDINGS AT KING DREW HOSPITAL. MANY OF THE  
6 ATTENDINGS ARE NOT ONLY COMPETENT AND PROFESSIONAL BUT MANY  
7 ALSO DEDICATE MUCH OF THEIR SCHEDULES AND THEIR LIVES  
8 EDUCATING STUDENTS AND RESIDENTS. MANY OF THEM COULD WORK  
9 ELSEWHERE BUT MANY CHOOSE TO PROVIDE CARE TO THE COMMUNITY  
10 THAT SERVES KING DREW HOSPITAL. I KNOW THERE'S BEEN QUESTION  
11 ABOUT, YOU KNOW, THE TYPE OF TRAINING THAT WE RECEIVE AT KING  
12 DREW CENTER AND I KNOW THAT SOME OF THE PROBLEMS WITH OUR  
13 TRAINING ARE ACTUALLY ONGOING AND THAT THAT ACTUALLY CAN BE  
14 FIXED THROUGH WHAT WE'VE BEEN-- WHAT NAVIGANT'S BEEN DOING SO  
15 FAR. THERE'S ALSO BEEN QUESTION ABOUT THE QUALITY OF RESIDENTS  
16 THAT WE HAVE AT KING DREW CENTER AND I KNOW EARLIER IT WAS  
17 DISCUSSED THERE WAS A LOT OF FOREIGN MEDICAL GRADUATES AND I'D  
18 JUST LIKE TO CLARIFY. I KNOW, IN OUR DEPARTMENT AND OTHER  
19 DEPARTMENTS, A LOT OF THE FOREIGN MEDICAL GRADUATES ACTUALLY  
20 DO TRAINING ELSEWHERE IN THEIR COUNTRIES. THEY'VE, ACTUALLY, A  
21 LOT OF THEM DONE, HAVE DONE RESIDENCIES IN THEIR COUNTRIES AS  
22 WELL, EVEN-- A LOT OF THEM ARE ACTUALLY PRACTICING PHYSICIANS  
23 IN THEIR COUNTRIES BUT THEY ACTUALLY ARE SUPPOSED TO COME-- OR  
24 BASED BY THE LAWS HERE IN UNITED STATES, HAVE TO REPEAT THEIR  
25 RESIDENCY TRAINING. SO A LOT OF THEM ACTUALLY ARE VERY



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1 QUALIFIED AND ACTUALLY VERY KNOWLEDGEABLE PHYSICIANS THAT WE  
2 HAVE AT KING DREW CENTER, MEDICAL CENTER. I'D LIKE TO STATE  
3 THAT MANY OF THE ISSUES REGARDING THE HOSPITALS ARE NOT  
4 PROBLEMS WITH OUR ATTENDINGS BUT WITH-- OR OUR RESIDENTS BUT A  
5 LOT OF THEM ARE ONGOING PROBLEMS, LIKE TOTAL PROBLEMS THAT THE  
6 HOSPITAL HAS AND THAT ACTUALLY NAVIGANT ACTUALLY HAS BEEN VERY  
7 GOOD IN TERMS OF RESOLVING SOME OF THESE PROBLEMS. I KNOW THAT  
8 IT'S VERY FRUSTRATING, A LOT OF THE PROBLEMS THAT WE HAVE, BUT  
9 THE HOSPITAL SERVES A VERY NEEDY COMMUNITY AND THE COMMUNITY  
10 DESERVES SOME OF THE PATIENCE AND DEDICATION FROM THE BOARD OF  
11 SUPERVISORS TO RESOLVE A LOT OF THESE PROBLEMS OF THE  
12 HOSPITAL. AGAIN, I JUST HOPE THAT YOU CAN UNDERSTAND THAT,  
13 LIKE DR-- THAT MS. BURKE SAID EARLIER, THAT A LOT OF THESE  
14 PROBLEMS CANNOT BE FIXED OVERNIGHT. IT'S NOT GOING TO TAKE A  
15 FEW MONTHS BUT THE COMMUNITY DESERVES THE TIME AND THE  
16 COMMITMENT THAT THEY SEEK FROM THE BOARD OF SUPERVISORS.

17  
18 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. PLEASE PROCEED. AGAIN,  
19 I DON'T KNOW THESE NAMES, SO YOU'RE GOING TO HAVE TO HELP ME  
20 ALONG THE WAY.

21  
22 **SOVRI JALALI:** SURE. MY NAME IS SOVRI JALALI. ACTUALLY, I'M NOT  
23 DOCTOR, I'M HERE BEHALF OF MY SON, WHO IS 33 YEARS OLD AND  
24 HE'S PATIENT OF DR. FRIEDMAN AT THE KING HOSPITAL. MY SON HAD  
25 BRAIN SURGERY WHEN HE WAS 17 YEARS OLD AND, AFTER SURGERY,



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1 EVERYBODY CHEERED, EVERYBODY GAVE US A BIG HOPE THAT HE IS  
2 FINE, HE IS NOT GOING TO HAVE ANY MORE CANCER BUT NOBODY TOLD  
3 US WHAT IS THE SIDE EFFECT. FOR 14 YEARS, WE WENT TO SO MANY  
4 DIFFERENT DOCTORS, WE WENT TO SO MANY DIFFERENT PLACES,  
5 U.C.L.A. AND WHATEVER ELSE, THAT THERE WAS NO HOPE. THIS YOUNG  
6 MAN, WHO IS INTELLIGENT, HE GRADUATED FROM BERKELEY, HE-- 16  
7 HOURS, HE HAVE TO BE IN BED. HE HAVE NO ENERGY, NOTHING. SO  
8 WHAT I'M TRYING TO-- WHEN WE WENT TO U.C.L.A., THEN WE MET DR.  
9 FRIEDMAN AND WE FOLLOWED HIM, WHAT HE SAID. IT GAVE US LITTLE  
10 HOPE. WE FOLLOWED HIM TO KING DREW AND, FOR LAST TWO YEARS, MY  
11 SON'S LIFE HAS CHANGED DRASTICALLY. HE WAS CONTEMPLATING OF  
12 COMMITTING SUICIDE BECAUSE NOT ANY DOCTOR ANYWHERE, HERE, SAN  
13 FRANCISCO, WHEREVER WE WENT, COULDN'T HELP HIM OR DIDN'T WANT  
14 TO HELP HIM. NEVERTHELESS, HE IS NOT THE ONLY ONE. I HAVE MET  
15 MANY YOUNG PEOPLE THERE THAT THEY BEEN HELPED, THEY SHOW GREAT  
16 SUPPORT, THIS MEDICAL ESTABLISHMENT IS GREAT SUPPORT FOR THEM  
17 AND THERE IS A GOOD FUTURE FOR THEM WHILE, BEFORE THAT, I  
18 THOUGHT MY SON IS GOING TO BE HOMELESS. NOW THEY HAVE GIVING  
19 US HOPE, THEY ARE HELPING US AND I REALLY, PLEAD HERE, BEHALF  
20 OF THOSE YOUNG PEOPLE, SAVE THIS MEDICAL SCHOOL, SAVE THE  
21 HOSPITAL. I KNOW SOME PEOPLE CAME ALL THE WAY FROM EAST AND  
22 THIS YOUNG LADY, SHE WAS IN A MEDICAL ESTABLISHMENT AND SHE  
23 COULD NOT GET ANY HELP SO HERE WE ARE BENEFITING IT FROM IT  
24 AND I BEG AND I PLEAD, SAVE MY SON AND OTHER YOUNG PEOPLE.

25





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1    **SUP. MOLINA, CHAIR:** THANK YOU. NEXT WE HAVE ELVIA SALCEBO, DR.  
2    NANCY HANNA AND DR. GLORIA JIMENEZ. DR. FRANCOIS.

3

4    **DR. EROLD JEAN-FRANCOIS:** YES. HI, I'M DR. JEAN-FRANCOIS. I'M A  
5    FIRST YEAR RESIDENT AT KING DREW MEDICAL CENTER. I WENT TO  
6    MEDICAL SCHOOL AT HOWARD UNIVERSITY AND DECIDED TO COME TO  
7    KING DREW MEDICAL CENTER, STARTING ABOUT 10 MONTHS AGO. THE  
8    REASON BEING IS THAT I BELIEVE IN KING DREW MEDICAL CENTER'S  
9    MISSION WHICH STATES TO PROVIDE QUALITY COMPREHENSIVE MEDICAL  
10   CARE THAT IS ACCESSIBLE, ACCEPTABLE AND ADOPTABLE TO THE NEEDS  
11   OF THE COMMUNITY IT SERVES. I ALSO BELIEVE IN ITS MISSION,  
12   WHICH IS AN ACADEMIC CENTER OF EXCELLENCE THAT IS CARING,  
13   COMPASSIONATE, AND COMPETENT, FOCUSING ON THE NEEDS OF OUR  
14   CULTURALLY DIVERSE COMMUNITY, AS WELL AS WAYS TO CONTINUOUSLY  
15   IMPROVE OUR SERVICE. WHEN APPLYING TO MEDICAL SCHOOL, MY GOAL  
16   WAS TO SERVE THE UNDERSERVED AND I HAVE PURSUED THAT THROUGH  
17   MY TIME AT HOWARD UNIVERSITY. I'VE DONE MY BEST IN TERMS OF  
18   SCHOOL AND ACADEMICS AND THE STANDARDS THAT ARE IN PLACE IN  
19   THE UNITED STATES WHICH IS TO PASS THE U.S.M.L.E. EXAM. I HAVE  
20   BEEN SUCCESSFULLY COMPLETED BY MYSELF AND MY COLLEAGUES AT  
21   KING DREW MEDICAL CENTER AND AS WELL I WAS TOP OF MY CLASS AS  
22   WELL. SO I BELIEVE THAT THE PURPOSE WHY I CAME TO KING DREW IS  
23   BECAUSE I BELIEVE IN THE PEOPLE THAT ARE THERE. SO FAR, I CAN  
24   TESTIFY THAT MY EXPERIENCE HAS BEEN OVERALL POSITIVE. THERE  
25   HAVE BEEN A LOT OF STRESSORS AND FRUSTRATIONS AND IT BRINGS ME



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1 NO JOY TO SEE OUR INSTITUTION IN THE NEWSPAPER; HOWEVER, I CAN  
2 TELL YOU THAT MYSELF AND MANY OF MY COLLEAGUES ARE VERY  
3 DEDICATED TO THE MISSION OF THIS INSTITUTION, WE HAVE DONE OUR  
4 VERY BEST AND, AS WELL, I KNOW THAT THERE ARE MANY OF THE  
5 STAFF AND FACULTY ARE VERY DEDICATED. THEY GO THE EXTRA MILE,  
6 THEY COME, THEY PUT IN EXTRA HOURS, AND THEY'RE VERY  
7 KNOWLEDGEABLE IN THEIR FIELDS AND I'M VERY GRATEFUL TO BE PART  
8 OF THAT INSTITUTION, I'M GRATEFUL TO SEE THE SUCCESSES THAT  
9 WE'VE HAD WITH MONEY OF OUR PATIENTS AND WITH MANY OF THE  
10 LIVES THAT WE'VE BEEN ABLE, IN SOME FORM, TO SAVE. AND I HOPE  
11 THAT IT WILL BE THE ORDER OF THE BOARD TO HELP PRESERVE THIS  
12 INSTITUTION AND STRENGTHEN IT AND NOT TEAR IT DOWN.

13

14 **SUP. MOLINA, CHAIR:** THANK YOU, DR. FRANCOIS. NEXT WE HAVE  
15 NANCY WATSON AND CELES KING.

16

17 **DR. NANCY HANNA:** NANCY HANNA?

18

19 **SUP. MOLINA, CHAIR:** YES, YOU'RE NEXT.

20

21 **DR. NANCY HANNA:** MY NAME IS NANCY HANNA, I'M THE ASSOCIATE  
22 PROGRAM DIRECTOR FOR THE INTERNAL MEDICINE RESIDENCY PROGRAM.  
23 ACTUALLY, I'M PROUD AND HAPPY TO BE SURROUNDED WITH MY 20  
24 RESIDENTS, GLORIA AND JEAN-FRANCOIS. AT THE BEGINNING, I WROTE  
25 A STATEMENT AND THEN I SAID, NO, I'M GOING JUST SPEAK AND TELL



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1 YOU WHAT'S IN MY HEART. I TRAINED IN RESIDENCY PROGRAM AT KING  
2 DREW. I GRADUATED YEAR 2000 AND DR. YOSHIKAWA HAD RECRUITED ME  
3 TO STAY JUST AFTER SEEING MY INTEREST IN THE SCHOOL AND IN THE  
4 COMMUNITY. MY LOVE, MY PASSION IS TO TEACH AND TO TRAIN OUR  
5 RESIDENT PROGRAM. WE'RE VERY PROUD OF OUR RESIDENCY PROGRAM.  
6 WE CAME A LONG WAY. WHEN WE STARTED THE PROGRAM IN 2001, AN  
7 ASSOCIATE PROGRAM DIRECTOR, WE DID HAVE SOME DIFFICULTY. IT'S  
8 ABSOLUTELY CORRECT. AND WE CORRECTED MAJORITY OF THESE  
9 PROBLEMS, NOT HUNDRED PERCENT IS PERFECT. I TOTALLY AGREE WITH  
10 THE BOARD OF SUPERVISORS BUT WE CAME A VERY LONG WAY. I CAN  
11 TELL YOU IN A SUMMARY THAT OUR BOARD PASSING RATE BEFORE '95,  
12 IT WAS AVERAGE OF 20, 25%. ONLY LAST YEAR, OUR CLASS GRADUATED  
13 IN 2004, PASSED 100% IN AMERICAN BOARD OF INTERNAL MEDICINE.  
14 YES, WE DO RECRUIT RESIDENTS WITH MAJORITY WE HAVE OF FOREIGN  
15 GRADS BUT I ECHO WHAT THE PEDS RESIDENT, I CANNOT REMEMBER HER  
16 NAME, I'M SORRY, THAT THEY ARE ALREADY FINISHED TRAINING, MOST  
17 OF THEM FINISHED TRAINING IN OTHER COUNTRIES AND THEY'RE  
18 COMING HERE JUST TO REPEAT. THEY ARE TAKING THE EXACT SAME  
19 BOARD EXAM THAT THE AMERICAN GRADS, AMERICAN SCHOOL MEDICAL  
20 GRAD ARE TAKING. THE EXAM SAME TEST. THEY'RE REQUIRED TO GIVE  
21 THE EXAM SAME, EXACT SAME SCORES TO PASS AND THE REQUIREMENTS  
22 IS EXACTLY THE SAME. AS A PROGRAM BEING FULLY ACCREDITED NOW  
23 IS STARTING NOVEMBER 2004, WE ARE CARRYING AND FOLLOWING THE  
24 SAME STANDARDS REQUIRED BY U.C.L.A., BY CEDAR. IT'S ONE  
25 AGENCY, IT'S ONE AGENCY TO ACCREDIT ALL OF US. THUS, TO ANSWER



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1 YOUR QUESTION, IF I HAVE ONE MINUTE, I'LL SHARE ONE GOOD  
2 EXAMPLE OF JOINT ACADEMIC AND RESEARCH AT KING DREW. DR. MAYOR  
3 DAVIDSON IS...

4

5 **SUP. MOLINA, CHAIR:** PLEASE SUMMARIZE, PLEASE, DR. HANNA.

6

7 **DR. NANCY HANNA:** I'LL SUMMARIZE IN TWO SECONDS. HE'S WELL  
8 KNOWN DERMATOLOGIST NATIONWIDE. HE WAS RECRUITED BY KING, BY  
9 DREW UNIVERSITY...

10

11 **SUP. MOLINA, CHAIR:** THANK YOU VERY MUCH.

12

13 **DR. NANCY HANNA:** THANK YOU.

14

15 **DR. GLORIA JIMENEZ:** GOOD AFTERNOON. MY NAME IS GLORIA JIMENEZ,  
16 I'M A FOREIGN MEDICAL GRAD. I STUDIED MEDICINE BECAUSE I WAS A  
17 MISSIONARY BACK HOME AND I DECIDED I WANT TO SERVE THE  
18 UNDERSERVED AND I CAME TO THE UNIVERSITY...

19

20 **SUP. MOLINA, CHAIR:** I CAN BARELY HEAR YOU.

21

22 **DR. GLORIA JIMENEZ:** OH, SORRY. OKAY.

23

24 **SUP. MOLINA, CHAIR:** THANK YOU.

25



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1 **DR. GLORIA JIMENEZ:** I CAME TO UNITED STATES, I WAS WORKING AT  
2 THE UNIVERSITY OF MIAMI. I DID MY FELLOWSHIP IN THERE. I HAVE  
3 MANY PUBLICATIONS AND I WON THE FIRST PRIZE IN THE RESEARCH  
4 BETWEEN RESIDENCE AND FELLOWS OF THE DEPARTMENT OF DERMATOLOGY  
5 AT THE UNIVERSITY AND I DECIDED TO CAME-- TO COME TO LOS  
6 ANGELES BECAUSE OF THE POPULATION THAT WE ARE SERVING THERE.  
7 WE ARE SERVING POOR LATINO PEOPLE AND WE ARE SERVING POOR  
8 BLACK PEOPLE. THESE PEOPLE DON'T HAVE ANY OTHER PEOPLE TO  
9 HELP, TO CARE FOR THEM. NOBODY WANT TO COME HERE. YOU HAVE TO  
10 BE HONEST. IF YOU FIRE ALL THESE PEOPLE, WHO IS GOING TO COME?  
11 NOBODY'S GOING TO COME. THESE PEOPLE, MY PROFESSORS, LIKE DR.  
12 HANNA, DR. ANGHORY, DR. YOSHIKAWA, THEY LOVE OUR TOWN. THEY  
13 LOVE-- THEY LIVE THERE. DR. CAREY, HE HAS HIS HOUSE CLOSE BY.  
14 HE, YOU KNOW, THEY REALLY CARE FOR THESE PEOPLE AND THEY  
15 REALLY CARE TO TRUST ME AS WHAT THEY FEEL FOR OUR COMMUNITY  
16 AND THE FACTS ARE, YOU WANT TO TALK FOR EVERYBODY, YOU KNOW?  
17 WE ARE GOING THROUGH ALL THIS DIFFICULT CHALLENGES, EVERYBODY  
18 SAY THAT THE HOSPITAL IS HORRIBLE, THE HORRIBLE PUBLICITY AND  
19 WE GOT FULL ACCREDITED BY THE A.C.G.M.E. THAT IS THE NATIONAL  
20 BOARD OF MEDICINE AND THEY SAID THAT WE WERE FULL ACCREDITED,  
21 EVEN THOUGH WE DON'T HAVE J.C.A.H.O., EVEN THOUGH WE DON'T  
22 HAVE ANY OF THE OTHER RECOMMENDATIONS, WE GOT FULL ACCREDITED  
23 AND ALL OUR RESIDENTS PASSED THE BOARDS A HUNDRED PERCENT. SO  
24 THAT TELLS YOU WHAT IT IS, IT'S MORE PASSION AND LOVE FOR OUR  
25 PROFESSORS. THEY ARE NOT THERE FOR THE MONEY; THEY ARE THERE



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1 BECAUSE THEY CARE. AND, IF THEY GO AWAY, IT WILL BE VERY HARD  
2 TO GET SOMEBODY TO COME AND TAKE THEIR PLACES BECAUSE THEY  
3 CAME, DR. HART, DR. NORRIS, HE IS ONE OF THE HIGHEST I.M.H.  
4 GRANTS RECIPIENTS AND HE'S THERE BECAUSE OF HE CARES FOR THE  
5 BLACK COMMUNITY AND THE SAME THING WITH THESE PEOPLE, DR.  
6 DAVIDSON, HE IS THE CHIEF OF THE DIABETICS, HE'S WORLD FAMOUS  
7 AND HE'S THERE BECAUSE HE WANTS TO BE RESEARCHING LATINS AND  
8 DIABETES. SO YOU HAVE TO ACKNOWLEDGE THESE PEOPLE, YOU HAVE TO  
9 ACKNOWLEDGE THAT WE WILL LOSE THEM, WE WILL LOSE A BIG, BIG,  
10 BIG, BIG, BIG, BIG, BIG PEOPLE. SO THAT'S WHAT I WANTED TO  
11 SAY.

12

13 **SUP. MOLINA, CHAIR:** THANK YOU. NEXT, WE HAVE CHRISTINE  
14 KOUNDAKJIOR AND THEN CHRIS EDWARDS. MISS WATSON? THEN DR.  
15 CLAVREUL.

16

17 **NANCY WATSON:** HI, NANCY WATSON, COMMUNITY HEALTH COUNCIL. I'M  
18 HERE TODAY TO REPRESENT A COALITION THAT WE'VE BEEN WORKING  
19 WITH OF HEALTH EXPERTS, DOCTORS AND COMMUNITY ORGANIZATIONS  
20 THAT'S BEEN MEETING SINCE LAST YEAR TO WORK WITH THE HOSPITAL,  
21 D.H.S., NAVIGANT, TO DEVELOP SOLUTIONS TO PRESERVE THIS  
22 VALUABLE INSTITUTION AND TO ALSO ADVOCATE FOR THE NEEDS OF THE  
23 COMMUNITY. AND WE HAVE FOUR POINTS THAT WE WANTED TO MAKE  
24 TODAY. AND WE OFFER OUR RESOURCES AS WELL AS YOU MOVE FORWARD  
25 IN THE PROCESS, BOTH IN TERMS OF QUALITY IMPROVEMENT AND





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1 RECRUITMENT, BECAUSE WE ARE CONVENING A NUMBER OF HEALTH  
2 PROFESSIONALS IN THE AREA. FIRST OF ALL, NAVIGANT, ALLOW  
3 NAVIGANT THE TIME AND THE FUNDING IT NEEDS TO DO THE JOB TO  
4 GET THE J.C.A.H.O. AND THE C.M.S. ADDRESSED, ACCREDITED.  
5 ACTIVELY WORK WITH DREW UNIVERSITY TO MEET ALL THE COUNTY  
6 REQUIREMENTS, TO CONTINUE THE AFFILIATION AGREEMENT.  
7 DIVERSITY-WISE, WE LOOKED AT THE STATISTICS. DREW IS CLEARLY  
8 TRAINING MORE MINORITY PHYSICIANS THAN THE OTHER TWO MEDICAL  
9 SCHOOLS AND, MOREOVER, THESE DOCTORS GO BACK TO SERVE TWICE AS  
10 MANY UNDERSERVED POPULATIONS AS THOSE AT THE OTHER TWO  
11 SCHOOLS. THIRDLY, WE WOULD LIKE TO SEE KING DREW REMAIN AS A  
12 FULL SERVICE TEACHING HOSPITAL AND, LASTLY, WE THINK THAT IT'S  
13 ALSO IMPORTANT TO ADDRESS THE IMMEDIATE CONCERNS. INVESTIGATE  
14 WHETHER OR NOT PATIENT CARE INFORMATION IS BEING RELEASED  
15 INAPPROPRIATELY AND TRY TO LOOK FOR WAYS TO PROMOTE THE  
16 POSITIVE ACCOMPLISHMENTS THAT ARE BEING MADE WITHIN THE MEDIA.  
17 THANK YOU.

18

19 **SUP. MOLINA, CHAIR:** THANK YOU. NEXT, WE HAVE DAVID MARTIN,  
20 CHRIS EDWARDS ISN'T HERE. DR. CLAVREUL.

21

22 **DR. GENEVIEVE CLAVREUL:** ACTUALLY, GOOD AFTERNOON. DR.  
23 GENEVIEVE CLAVREUL. ACTUALLY, I AM SPEAKING FOR CHRIS EDWARDS  
24 ALSO AS WELL AS CELES KING.

25



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1    **SUP. MOLINA, CHAIR:** YES, BUT YOU ONLY HAVE TWO MINUTES.

2

3    **DR. GENEVIEVE CLAVREUL:** THAT'S WHY-- NO, IN THE PAST, YOU HAVE  
4    ALWAYS ALLOWED PEOPLE-- YOU ARE A VERY UNFAIR INDIVIDUAL.

5

6    **SUP. MOLINA, CHAIR:** I'M SORRY, DR. CLAVREUL. IT DOESN'T WORK  
7    THAT WAY. HOWEVER YOU WANT TO DEAL WITH IT.

8

9    **DR. GENEVIEVE CLAVREUL:** BUT EVERYBODY KNOWS YOU ARE NOT FAIR  
10    AND YOU'RE NOT DOING YOUR JOB AND YOU NEED TO BE REPLACED.  
11    BUT, ANYWAY, I WANT TO BRING A POINT OF INTEREST HERE. YOU  
12    SPEND THREE HOURS SAYING VERY LITTLE. AND LET ME TELL YOU, THE  
13    REASON PEOPLE AT KING DREW BEHAVE THE WAY THEY ARE BEHAVING IS  
14    BECAUSE YOU HAVE INDIVIDUALS HERE, AND YOU KNOW WHO YOU ARE,  
15    WHO ARE NOT DOING YOUR JOB. EVERY TIME WHEN DR. GARTHWAITE  
16    COME HERE AND TELL YOU BUNCH OF LIES, HE'S STILL WORKING HERE,  
17    MODELING, LIKE I'VE TOLD YOU MANY TIMES, MODELING STARTS AT  
18    THE TOP. YOU HAVE NOT DONE YOUR JOB AND CERTAINLY NAVIGANT  
19    HAVE NOT DONE THEIR JOB. AND IF YOU PAY THEM MORE MONEY, I  
20    THINK THE CITIZENS FOR GOVERNMENT WASTE SHOULD INVESTIGATE  
21    YOUR BOARD. YOU HAVE WASTED MILLIONS AFTER MILLIONS NOT DOING  
22    ANYTHING CONSTRUCTIVE. YOU HAVE NAVIGANT WHO COME HERE AND  
23    TELL YOU, OH, THEY DID SOMETHING FANTASTIC. THEY FINALLY GOT  
24    ALL THE R.N.S LICENSED. MY GOD. SIX MONTHS! IT WOULD TAKE, I  
25    WOULD SAY, ONE WEEK TO MAKE IT HAPPEN. ALSO, WE PAID CAMDEN



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1 LAST YEAR \$1 MILLION, ALMOST, 980,000, TO DO THEIR JOB. AND,  
2 GUESS WHAT? GARTHWAITE WAS THERE FOR ONE YEAR. HE STILL HAS  
3 HIS JOB. THAT'S FRAUD. YOU HAVE A GUY WHO IS HERE AS A CHIEF  
4 MEDICAL OFFICER WHO IS NOT EVEN LICENSED IN THE STATE OF  
5 CALIFORNIA AND YOU WONDER WHY PEOPLE AT KING DREW MISBEHAVE?  
6 IT HAPPENS ALL AT THE TOP. AT NAVIGANT, THEY ARE CHARGING 25%  
7 OF EXPENSES. THE BUSINESS AVERAGE, THE INDUSTRY AVERAGE, IS 9  
8 TO 12%. WHY ARE YOU PAYING 25? SOMEBODY'S GETTING THE  
9 DIFFERENCE BETWEEN 25 AND 12%? IT'S A LOT OF QUESTIONS WE NEED  
10 TO BE ASKING AND I THINK THERE NEEDS TO BE A PUBLIC HEARING ON  
11 THE WAY YOU ARE BEHAVING RIGHT NOW. AND FOR YOU, MS. MOLINA,  
12 TO PREVENT ME TO USE SOMEBODY ELSE'S MINUTES WHEN, EVERY TIME,  
13 YOU ALLOW PEOPLE TO DO IT SHOWS HOW AN UNFAIR OF AN INDIVIDUAL  
14 YOU ARE AND HOW YOU SHOULD BE REPLACED. AND I THINK IT'S TIME  
15 TO RE DISTRICT THE COUNTY AND GO TO VOTE 5-TO-11 BECAUSE YOU  
16 HAVE NOT DONE YOUR JOB. YOU NEED TO BE REPLACED!

17

18 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. NEXT WE HAVE MS.  
19 KOUNDAKJIOR...

20

21 **DR. GENEVIEVE CLAVREUL:** OH, BY THE WAY, FOR THE RECORD, I  
22 WOULD LIKE...

23

24 **SUP. MOLINA, CHAIR:** YOU'RE TAKING UP THE TIME. YOU'RE BEING...

25



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1 **DR. GENEVIEVE CLAVREUL:** OH, EXCUSE ME. YOU TOOK THREE HOURS...

2

3 **SUP. MOLINA, CHAIR:** MR. KOUNDAKJIOR, PLEASE.

4

5 **CHRISTINE KOUNDAKJIOR:** CHRISTINE KOUNDAKJIOR. I'M A REGISTERED  
6 NURSE AT KING DREW...

7

8 **SUP. MOLINA, CHAIR:** THANK YOU. I'M SORRY. I APOLOGIZE FOR  
9 PRONOUNCING THAT WRONG.

10

11 **CHRISTINE KOUNDAKJIOR:** NO PROBLEM. THIS IS REGARDING  
12 RECRUITMENT, MS. BURKE? BEFORE I GOT UP HERE, I WANTED TO  
13 COMPLETELY WASH MY HANDS AWAY FROM L.A. COUNTY. I WAS JUST  
14 DISGUSTED I HAD BEEN-- I WENT ABOVE AND BEYOND THE CALL OF  
15 DUTY TO TRY TO MAKE CHANGE FOR KING DREW. BUT EVERY TIME I TRY  
16 TO DO SOMETHING, I'M HIT AGAINST A BRICK WALL. BUT AFTER I  
17 HEARD THAT YOUNG LADY'S STORY ABOUT HER SON, I GOT THE PASSION  
18 THAT I NO LONGER HAD BECAUSE WE DO MIRACLES AT THAT HOSPITAL  
19 AND THAT HOSPITAL NEEDS TO BE THERE. I DON'T CARE IF YOU CALL  
20 IT-- I SHOULDN'T EVEN SAY I DON'T CARE. THAT HOSPITAL NEEDS TO  
21 BE THERE, COMMUNITY, PRIVATE, I DON'T CARE, AS LONG AS IT'S  
22 THERE AND IT'S RUN THE RIGHT WAY. YOU MENTIONED RECRUITMENT,  
23 WHAT'S GOING ON WITH RECRUITMENT. NOTHING. WHO WOULD WANT, IN  
24 THEIR RIGHT MIND, BEING UNDER THE MICROSCOPE THAT WE ARE, TO  
25 COME OVER THERE? I HAVEN'T SEEN ANY AGGRESSIVE MOVEMENT THAT'S



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1 BEEN TAKING PLACE WITH RECRUITMENT. ME, FOR EXAMPLE. I WAS ON  
2 A LEAVE OF ABSENCE. NO COMMUNICATION WITH THE HOSPITAL AND  
3 H.R. I GET A VERY BLAND LETTER SAYING, "YOU'RE RELEASED. THANK  
4 YOU FOR YOUR TIME IN COUNTY." WHY? BECAUSE NO ONE TOOK THE  
5 TIME TO CALL ME AND SEE IF I WAS OKAY. "WHERE ARE YOU?"  
6 INSTEAD, I GET A LETTER FOR RELEASE. THEY NEED TO CHANGE THE  
7 SYSTEM FROM THE TOP, BE IT DEPARTMENT OF HEALTH SERVICES, BE  
8 IT H.R., BE IT I DON'T KNOW, KING DREW BUT THAT HOSPITAL NEEDS  
9 TO EXIST BECAUSE WE DO DO GOOD THINGS AND SO MANY DIFFERENT  
10 HOSPITALS WROTE OFF THAT POOR CHILD WHO DID GRADUATE FROM  
11 BERKELEY. SO ONE THING THAT I BEG FOR YOU GUYS AS A WHOLE  
12 BOARD IS TRY TO DO SOMETHING. I JUST KNOW PEOPLE ARE BURNT  
13 OUT, YOU'RE PLAYING WITH PEOPLE'S LIVES AND CAREERS AND, YOU  
14 KNOW, I MYSELF PERSONALLY MAY HAVE TO STEP BACK AND, YOU KNOW,  
15 DECIDE TO GO TO PRIVATE. IT'S UNFORTUNATE. I'LL GO OUT OF MY  
16 WAY TO DO ANYTHING I CAN. I MEAN, JUST THIS LAST NURSE  
17 APPRECIATION WEEK, I, AGAIN, WENT OUT OF MY WAY TO GET THESE  
18 POPULAR VENDORS TO COME IN AND HELP US OUT BUT I WAS TOLD,  
19 "OH, YOU CAN'T DO THAT, THIS IS A COUNTY FACILITY, YOU CAN'T  
20 ACCEPT GIFTS." YET RANCHO, U.S.C., THEY ACCEPT GIFTS BUT CODE  
21 254 SAYS YOU CAN'T ACCEPT GIFTS. SO I GO, DO MY BEST AND YET  
22 I'M GIVEN THE DOOR. SO, AGAIN, PLEASE, MAYBE ONE DAY I CAN  
23 HAVE A PRIVATE MEETING WITH YOU TO TELL YOU SOME CERTAIN KEY  
24 ISSUES, YOU GUYS NEED TO REALLY DO SOMETHING AND YOU NEED DO  
25 IT DRASTICALLY. THANK YOU.



**The Meeting Transcript of  
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1

2 **SUP. MOLINA, CHAIR:** THANK YOU. MR. MARTIN. COULD WE ALSO HAVE-  
3 - EXCUSE ME, JUST LET ME-- ERNIE SMITH, PH.D.

4

5 **DAVID MARTIN:** THANK YOU, SUPERVISOR MOLINA. YOU'VE POSED A  
6 NUMBER OF QUESTIONS TODAY. I WOULD LIKE TO POSE A NUMBER BACK  
7 TO YOU. TIMECARDS HAVE BEEN AN ISSUE TODAY. THE STATE  
8 DEPARTMENT OF HEALTH SERVICES ORDERED A AUDIT OF THE  
9 COMPLIANCE WITH THE 11-15 WAIVER. THAT AUDIT WAS QUALIFIED BY  
10 PRICE WATERHOUSE COOPERS BECAUSE THE COUNTY REFUSED, AFTER  
11 BEING REQUESTED TO, TO VALIDATE ITS DATA AND I WOULD LIKE TO  
12 KNOW WHY THE COUNTY REFUSED TO DO THAT AND IT IS QUITE  
13 EXPLICIT ON THE FIRST PAGE OF THE AUDIT.

14

15 **SUP. MOLINA, CHAIR:** I DON'T KNOW, SIR.

16

17 **DAVID MARTIN:** OH, OKAY. I THOUGHT IT MIGHT BE YOUR BUSINESS TO  
18 KNOW. THE SECOND QUESTION, THE DISTRICT ATTORNEY FOUND A BROWN  
19 ACT VIOLATION ON THE TWO MEETINGS THAT THE BOARD CONDUCTED IN  
20 CLOSED SESSION TO CLOSE THE TRAUMA CENTER. THE DISTRICT  
21 ATTORNEY INVESTIGATED, FOUND A BROWN ACT VIOLATION. WE TOOK  
22 THAT ISSUE TO COURT. WE GOT A COURT ORDER FROM THE SUPERIOR  
23 COURT OF CALIFORNIA ORDERING THE MINUTES TO BE PRODUCED. THE  
24 COUNTY HAS TAKEN A UNANIMOUS, AND I GUESS THIS QUESTION GOES  
25 TO SUPERVISOR BURKE, THAT IT WAS A UNANIMOUS DECISION TO





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1 APPEAL THAT ORDER. SO NOW WE HAVE A D.A. FINDING AND WE'VE GOT  
2 A COURT ORDER AND THE COUNTY HAS DECIDED TO APPEAL IT AND I'M  
3 CURIOUS AS TO WHY YOU ARE INSISTING ON THE SECRECY OF THOSE  
4 MATERIALS.

5

6 **SUP. BURKE:** I'D LIKE THE COUNTY COUNSEL TO RESPOND TO THAT. I  
7 DON'T THINK IT WOULD BE APPROPRIATE FOR ME TO COMMENT.

8

9 **DAVID MARTIN:** AND THAT'S ALL I HAVE. THANK YOU.

10

11 **SUP. YAROSLAVSKY:** I THINK THE APPEAL HAS BEEN RENDERED-- HAS  
12 BEEN ADJUDICATED, HAS IT NOT?

13

14 **RAY FORTNER:** NO. MADAM CHAIR, MEMBERS OF THE BOARD, WE DID  
15 PETITION, IN THE COURT OF APPEAL, FOR A WRIT TO STAY THE ORDER  
16 OF THE TRIAL AND THE COURT OF APPEALS HAS GRANTED THAT STAY  
17 AND ORDERED FURTHER PROCEEDINGS. THEY WANT TO CONSIDER THE  
18 MATTER ON THE MERITS.

19

20 **DAVID MARTIN:** THANK YOU. I YIELD THE REST OF MY TIME

21

22 **MORRIS GRIFFIN:** MADAM CHAIR, MEMBERS OF THE BOARD, MORRIS  
23 GRIFFIN, BETTER KNOWN AS BIG MONEY GRIFF, COMMUNITY ACTIVIST  
24 AND LEADER. SOUNDS LIKE TO ME NONACCOUNTABILITY AND  
25 NONRESPONSIBILITY. I REALLY THINK THAT, YOU KNOW, THERE'S AN



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1 OLD SAYING IN LIFE, YOU GET WHAT YOUR PAY FOR, SO DON'T THROW  
2 THE BABY OUT WITH THE BATH WATER. WHAT WE'RE TRYING TO SAY IS  
3 SAVE KING DREW BUT, MORE IMPORTANTLY, YOU WANT TO SAY, SO WHAT  
4 DO WE DO, BIG MONEY? WHAT DO WE DO? I THINK YOU SHOULD  
5 CONSIDER HAVING SMARTIES. I HAVEN'T HEARD ANYTHING IN REGARDS  
6 TO TRAINING WHEN WE TALK ABOUT SMARTIES. WHAT IS SMARTIES?  
7 SMARTIES ARE THOSE KIND OF DOLLS THAT ARE LIFELIKE, THAT  
8 ALLOWS THESE NURSES TO BE ABLE TO TRAIN. WHEN I USED TO PLAY--  
9 I STILL PLAY BASKETBALL BUT THERE'S AN OLD SAYING IN  
10 BASKETBALL, PRACTICE MAKES PERFECT. I THINK WE NEED TO HAVE  
11 SOME KIND OF SMARTIES SO THAT WE CAN ALLOW OUR NURSES TO BE  
12 ABLE TO STAY TRAINED, TO STAY FOCUSED ON THE KINDS OF  
13 DIFFERENT TRAUMAS, THE KINDS OF DIFFERENT AILMENTS THAT ARE  
14 GOING ON WITH THESE PATIENTS. SO I WANT TO URGE YOU ALL TO  
15 CONSIDER THAT AS WE CONTINUE TO TRY TO UNDERSTAND THE 1,125  
16 DAYS OF GARTHWAITE BEING IN THE POSITION THAT HE'S BEEN IN  
17 OVER THIS PAST THREE YEARS AND HOW WE'RE STILL HEARING WHAT WE  
18 HEARD 1,125 DAYS AGO, "LET'S WAIT, LET'S WAIT, LET'S WAIT." I  
19 HAVE TO NOW GO TO COMPTON TO DEAL WITH SHERIFF BACA WITH THAT  
20 SHOOTING BUT YOU KNOW IT LOOKS LIKE THE WILD, WILD WEST AGAIN.  
21 I'M UPSET ABOUT WHAT I SAW THERE. AND IT DISTURBS ME TO SEE  
22 THAT WE'VE GOT THESE TRIGGER HAPPY COPS THAT WANT TO GO OFF IN  
23 THE MANNER SO I HOPE YOU HOLD HIS FEET TO THE FIRE. WE'VE GOT  
24 TO BE MORE ACCOUNTABLE AND RESPONSIBLE BECAUSE WE'RE LETTING  
25 HIM GET AWAY WITH THIS AND THE MORE WE LET HIM GET AWAY WITH



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1 IT, THE MORE THEY'RE GOING TO GET AWAY WITH IT AND YOU KNOW  
2 WHAT WE'VE BEEN THROUGH DOWN THROUGH THE YEARS, YOU KNOW HOW  
3 I'VE BEEN HERE DOWN THROUGH THE YEARS DEALING WITH THE  
4 L.A.P.D. LET'S DON'T LET THIS START WITH THE SHERIFFS, TOO.  
5 TALK TO YOU LATER.

6

7 **SUP. MOLINA, CHAIR:** THANK YOU, SIR. DR. SMITH.

8

9 **DR. ERNIE SMITH:** SUPERVISORS, MY NAME IS ERNIE SMITH. I'M THE  
10 OMBUDSMAN FOR THE BLACK COMMUNITY HEALTH TASK FORCE. ONCE  
11 AGAIN, I COME BEFORE YOU TO PRESENT THE BLACK COMMUNITY'S  
12 POSITION RELATIVE TO WHY WE BELIEVE CHARLES DREW UNIVERSITY IS  
13 NOT VIABLE AND ITS MEDICAL SCHOOL OPERATING AGREEMENT WITH THE  
14 LOS ANGELES COUNTY DEPARTMENT OF HEALTH SERVICES SHOULD BE  
15 TERMINATED. FACT. THE ATTACHED LETTER, DATED FEBRUARY 24,  
16 2005, FROM HARRY DOUGLAS, THE INTERIM PRESIDENT OF DREW  
17 UNIVERSITY CHAIRPERSON-- TO THE CHAIRPERSON OF THE DREW  
18 ADVISORY COUNCIL. THIS LETTER IS-- OF THE PRESIDENT, NOTIFIES  
19 THE UNIVERSITY'S COMMUNITY ADVISORY CHAIR THAT HE IS  
20 DISSOLVING THE UNIVERSITY COMMUNITY ADVISORY COUNCIL. THIS IS  
21 OUTRAGEOUS. FOR, WHILE THE COUNTENANCE WITH THE STRONG  
22 RECOMMENDATION OF NAVIGANT FIRM, YOUR BOARD HAS AUTHORIZED THE  
23 FORMATION OF A COMMUNITY ADVISORY BOARD TO PROVIDE INPUT,  
24 OVERSIGHT AND GUIDANCE AND THE TURNAROUND OF MARTIN LUTHER  
25 KING HOSPITAL, THIS UNIVERSITY IS HEADED IN THE VERY OPPOSITE



The Meeting Transcript of  
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1 DIRECTION. AS EVIDENCED BY THE ABOVE REFERENCED LETTER, DREW  
2 UNIVERSITY WANTS NO INVOLVEMENT, INPUT OR OVERSIGHT FROM THE  
3 COMMUNITY. FACT: WHILE THEY COUNSELED IT WITH STRONG  
4 RECOMMENDATION OF NAVIGANT CONSULTING, YOUR BOARD HAS EVEN  
5 APPROVED THE APPOINTMENT OF THE BOARD OF TRUSTEES CHAIR, BART  
6 HARPER WILLIAMS, TO THE KING DREW MEDICAL OVERSIGHT ADVISORY  
7 COMMITTEE, THE SAME BLACK BART WILLIAMS WHO CHAIRS THE BOARD  
8 OF DREW DOES NOT RESPECT AND WANTS NO INVOLVEMENT, INPUT OR  
9 OVERSIGHT FROM THE COMMUNITY. YOUR BOARD SHOULD NOT CONDONE  
10 THIS UNIVERSITY'S LIES AND DECEIT AND BLATANT ACTS OF  
11 HYPOCRISY. THE BLACK COMMUNITY HEALTH TASK FORCE DEMANDS THE  
12 REMOVAL OF BART HARPER WILLIAMS FROM THE KING DREW OVERSIGHT  
13 ADVISORY COMMITTEE IMMEDIATELY AND WE DEMAND IT UNTIL BLACK  
14 BART AND HIS GANG ARE REMOVED FROM THE ENTIRE BOARD OF  
15 TRUSTEES. IT'S VETTED. THE M.S.O.A. WITH DREW SHOULD BE  
16 TERMINATED AND NO FURTHER BUSINESS BE DONE WITH THIS  
17 UNIVERSITY. THANK YOU.

18

19 **SUP. MOLINA, CHAIR:** THANK YOU. THAT CONCLUDES ALL OF THE  
20 PEOPLE WHO ARE TESTIFYING TODAY. WE HAVE VARIOUS MOTIONS  
21 BEFORE US OR RECOMMENDATIONS. WHAT ARE THE WISHES OF THE  
22 BOARD?

23

24 **SUP. ANTONOVICH:** THERE ARE A NUMBER OF MOTIONS AND AMENDMENTS.  
25 HOW ARE WE GOING TO PROCEED, MADAM CHAIR?



**The Meeting Transcript of  
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1

2 **SUP. MOLINA, CHAIR:** WELL...

3

4 **SUP. YAROSLAVSKY:** CAN'T HEAR YOU. WHAT WAS THAT?

5

6 **SUP. MOLINA, CHAIR:** WE HAVE BEFORE US A SERIES-- HOW DO YOU  
7 WISH TO PROCEED? WE HAVE SOME MOTIONS BEFORE US AND WE HAVE  
8 RECOMMENDATIONS FROM THE DEPARTMENT.

9

10 **SUP. KNABE:** WELL, WHY DON'T WE JUST GO THROUGH THEM ONE BY  
11 ONE. YOU KNOW, THE LAST ONE WE DISCUSSED WAS THE MOTION THAT  
12 WAS BROUGHT IN BY SUPERVISOR YAROSLAVSKY AND MYSELF AND...

13

14 **SUP. MOLINA, CHAIR:** YES, BUT THERE WERE OTHER MOTIONS ON  
15 THIS...

16

17 **SUP. KNABE:** I KNOW IT BUT GO THROUGH THEM ONE BY ONE, RIGHT?  
18 BECAUSE YOU COMBINED ALL THE ITEMS.

19

20 **SUP. MOLINA, CHAIR:** NO, YOU DON'T WANT TO COMBINE THEM ALL, DO  
21 YOU?

22

23 **SUP. KNABE:** NO, THAT'S WHAT I SAID.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. YAROSLAVSKY:** I WOULD MOVE MY MOTION WITH SUPERVISOR  
2    KNABE, FOR STARTERS.

3

4    **SUP. KNABE:** SECOND.

5

6    **SUP. MOLINA, CHAIR:** THIS IS A REPORT BACK?

7

8    **SUP. KNABE:** MM HM.

9

10   **SUP. YAROSLAVSKY:** IT'S AN INSTRUCTION. IT'S MORE THAN A REPORT  
11   BACK. IT'S AN INSTRUCTION WITH A REPORT BACK.

12

13   **SUP. KNABE:** IN AUGUST.

14

15   **SUP. MOLINA, CHAIR:** ALL RIGHT. ANY OBJECTION? IF NOT, SO  
16   ORDERED.

17

18   **SUP. BURKE:** RECORD ME AS "NO".

19

20   **SUP. MOLINA, CHAIR:** OH. I'M SORRY. MS. BURKE IS RECORDED AS A  
21   "NO" VOTE. ALL RIGHT. THEN WE HAVE, I'M TRYING TO GET THROUGH  
22   ALL OF THEM. LET'S SEE. THE MOTION...

23

24   **SUP. KNABE:** MADAM CHAIR, ON ITEM 52, THAT'S THE ADDITIONAL  
25   MONEY FOR THE NAVIGANT CONTRACT. I HAD A QUESTION. I HAVE NO





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1 PROBLEM WITH THE FIVE NURSE MANAGERS, WHICH IS ONE OF THE  
2 ADDITIONAL REQUESTS. THE QUESTION I HAD IS ON THE PAY INCREASE  
3 FOR THE C.E.O., WHAT GENERATED THAT REQUEST? OBVIOUSLY, IT'S A  
4 PHYSICIAN GOING IN. I DON'T KNOW IF THE DEPARTMENT CAN ANSWER  
5 IT OR NAVIGANT CAN ANSWER IT OR...

6

7 **FRED LEAF:** NAVIGANT INDICATED THAT, AFTER THEIR FIRST FEW  
8 MONTHS ON THE JOB, THAT THEY REQUIRED A MORE EXPERIENCED,  
9 HIGHER LEVEL INDIVIDUAL TO TAKE THE HELM OF THE HOSPITAL  
10 AND...

11

12 **SUP. YAROSLAVSKY:** AND WHO WAS THAT?

13

14 **FRED LEAF:** HANK WELLS. AND, HANK WELLS, I'M SORRY, AND HE WAS  
15 PREVIOUSLY UNDER THE IMPLEMENTATION TEAM. HE WAS...

16

17 **SUP. KNABE:** BUT WASN'T HE THERE FROM THE VERY BEGINNING?

18

19 **FRED LEAF:** YES, BUT HE WAS ON THE IMPLEMENTATION PORTION OF  
20 THE CONTRACT. THEY MOVED HIM FROM THAT IMPLEMENTATION SIDE TO  
21 THE MANAGEMENT SIDE, THE INTERIM MANAGEMENT TEAM AND INCREASED  
22 BOTH THE IMPLEMENTATION MANAGER TO FULL-TIME, WHO WAS  
23 HALFTIME, AND MISS ROBERTSON, WHO WAS ALSO INCREASED TO FULL  
24 TIME. SO BASICALLY IT WAS A WASH.

25



**The Meeting Transcript of  
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1   **SUP. KNABE:** THE QUESTION, AS IT RELATES TO THAT, THEN, ON THE  
2   REQUEST, THIS IS, I GUESS, FOR COUNTY COUNSEL? RAY, NORMALLY,  
3   OUR COUNTY CONTRACTOR PROVIDERS ARE REQUIRED TO MAINTAIN THEIR  
4   OWN LIABILITY INSURANCE. WAIVING-- WE'RE WAIVING THAT  
5   PROVISION IN THIS CONTRACT EXTENSION. IS THAT UNIQUE FOR THIS  
6   PARTICULAR SITUATION TO WHERE WE'RE WAIVING IT FOR NAVIGANT  
7   AND THE COUNTY'S ASSUMING IT?

8

9   **RAY FORTNER, COUNSEL:** MADAM CHAIR, SUPERVISOR KNABE, I WANT TO  
10   TURN TO ASK MISS KAPUR IF SHE CAN RESPOND SPECIFICALLY TO THAT  
11   QUESTION THAT IT IS-- I DON'T KNOW IF IT'S A CONSEQUENCE OF  
12   THIS AMENDMENT OR THERE IS AN AMENDMENT TO THE PROVISION THAT  
13   IS IN THE EXISTING CONTRACT. AND, IF THAT'S THE ISSUE YOU'RE  
14   TALKING ABOUT, IT WOULD BE THE LATTER.

15

16   **SUP. KNABE:** WELL, THE ISSUE BEING, IS THIS OUT OF THE ORDINARY  
17   OR WHY ARE WE DOING THIS? I MEAN, THAT'S SOME SAVINGS FOR  
18   NAVIGANT AND THEY'RE ASKING FOR ADDITIONAL MONEY HERE. I WOULD  
19   JUST MAYBE...

20

21   **LEELA KAPUR, COUNSEL:** SUPERVISOR KNABE, THE AMENDMENT  
22   ADDRESSES ACTUALLY THE INDEMNIFICATION PROVISION OF THE  
23   CONTRACT. THE CURRENT CONTRACT HAS A GENERAL INDEMNIFICATION  
24   PROVISION WHERE WE WOULD INDEMNIFY NAVIGANT IF ACTUAL MISSIONS  
25   OF ITS EMPLOYEES CAUSE SOME TYPE OF DAMAGE IN THE FACILITY.



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1 WHAT THEY REALIZED WHEN THEY GOT ON BOARD WAS THAT THEY WERE  
2 MORE INVOLVED IN THE CLINICAL ASPECTS OF PATIENT CARE THAN  
3 THEY ANTICIPATED. WE BELIEVE THE CURRENT CONTRACT COVERS THEM  
4 FROM MED MAL-- MED MAL PRACTICE. THEY ASKED THAT WE CLARIFY  
5 THAT. SO WHAT I WOULD TELL YOU IS WHAT WE'RE DOING IS  
6 CLARIFYING THAT WE WILL INDEMNIFY THEM IN CASES OF LIABILITY  
7 ARISING OUT OF MEDICAL MALPRACTICE. AND I WILL TELL YOU THAT,  
8 IN MOST OF OUR CONTRACTS, FOR INSTANCE, IN OUR S.C. CONTRACT,  
9 WHERE WE RETAIN NUMEROUS S.C. DOCS TO PROVIDE CLINICAL CARE,  
10 WE INDEMNIFY THEM FOR MEDICAL MALPRACTICE.

11

12 **SUP. KNABE:** OKAY. THANK YOU.

13

14 **SUP. MOLINA, CHAIR:** MR. ANTONOVICH.

15

16 **SUP. ANTONOVICH:** WHEN NAVIGANT MADE THEIR PROPOSAL, THEY  
17 ORIGINALLY PROPOSED 10 FULL-TIME EMPLOYEES. CAMBIO HAD  
18 RECOMMENDED, IN THEIR PROPOSAL, 27.5 FULL-TIME EMPLOYEES. WHY  
19 IS NAVIGANT SO LATE IN REQUESTING THEIR ADDITIONAL NUMBER NOW?

20

21 **FRED LEAF:** PARDON ME, SUPERVISOR. SO LATE IN?

22

23 **SUP. KNABE:** THE REQUEST.

24



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1 **FRED LEAF:** THEIR REQUEST? WELL, THIS REQUEST WAS SUBMITTED, I  
2 BELIEVE, AS A RESULT OF THE COMPLETION OF THEIR 60-DAY  
3 ASSESSMENT AND THEIR EXPERIENCE ON THE JOB TO DATE AND THEY  
4 DETERMINED THEY NEEDED SOME ADDITIONAL STAFF TO PERFORM THE  
5 DUTIES, PLUS FOUR OF THOSE NURSES WERE AS A RESULT OF A BOARD  
6 ORDER THAT RELATED TO MR. LOTT'S SUGGESTION TO HAVE NURSES  
7 MOVING AROUND THE HOSPITAL.

8

9 **SUP. ANTONOVICH:** BUT COULD THE FACT THAT CAMBIO HAD ALMOST  
10 THREE TIMES AS MANY PEOPLE THAT THEY HAD PROPOSED BEEN THE  
11 REASON WHY THEIR PRICE WAS HIGHER?

12

13 **FRED LEAF:** THAT WAS THE REASON IT WAS HIGHER, YES.

14

15 **SUP. ANTONOVICH:** OKAY. AND NOW WE'RE GOING TO BE HIRING MORE  
16 WITH NAVIGANT?

17

18 **FRED LEAF:** YES, THEY'RE HIRING NURSES AND A PHYSICIAN.

19

20 **SUP. ANTONOVICH:** RIGHT. SO THE POINT, OBVIOUSLY, THE  
21 DEPARTMENT DIDN'T DO A THOROUGH ENOUGH JOB IN EVALUATING THE  
22 CONTRACT AT THE PRICE LEVEL THAT HAD BEEN AGREED UPON, WHAT,  
23 \$13.2. CAMBIO WAS TOO EXPENSIVE BUT YET CAMBIO WAS PROPOSING  
24 MORE PERSONNEL.

25



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1 **FRED LEAF:** WELL, BUT ACTUALLY CAMBIO ALSO INCLUDED A REOPENER,  
2 WHICH SUGGESTED THAT THEY MAY ALSO NEED ADDITIONAL STAFF. THEY  
3 INDICATED THAT THEY WOULD MAKE THAT ASSESSMENT AND THEN COME  
4 BACK TO US WITH ANY ADDITIONAL STAFF IN ALL DISCIPLINES THAT  
5 THEY MAY NEED. SO I'M NOT SURE THAT THAT'S A...

6

7 **SUP. ANTONOVICH:** ACCORDING TO CAMBIO'S EXPERIENCE, KING DREW  
8 COULD NOT BE TURNED AROUND WITH ONLY 10 FULL-TIME EMPLOYEES  
9 BECAUSE THERE WERE NOT ENOUGH PEOPLE AND NOT THE RIGHT PEOPLE.

10

11 **FRED LEAF:** WELL, THE 10 FULL-TIME EMPLOYEES ARE ON THE INTERIM  
12 MANAGEMENT SIDE. THERE ARE A SIGNIFICANT NUMBER OF ADDITIONAL  
13 EMPLOYEES THAT ARE ON THE IMPLEMENTATION SIDE, MEANING THE  
14 EMPLOYEES ARE ACTUALLY ON THE GROUND IMPLEMENTING THE  
15 RECOMMENDATIONS.

16

17 **SUP. ANTONOVICH:** DID YOU ASK CAMBIO, AT THE TIME, FOR ANY  
18 CLARIFICATION ON THE ISSUE WHICH WAS OR WASN'T IT GOING TO BE  
19 INCLUDED IN THEIR PROPOSAL?

20

21 **FRED LEAF:** THEY INDICATED, IN THEIR PROPOSAL, IN THEIR WRITTEN  
22 PROPOSAL, THAT THEY WOULD PUT A CLAUSE IN THE CONTRACT THAT  
23 WOULD REQUIRE A REOPENER AFTER 30 DAYS TO LOOK AND SEE IF THEY  
24 NEEDED ADDITIONAL STAFF. THAT'S WHAT THEY ASKED FOR.

25



**The Meeting Transcript of  
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1   **SUP. ANTONOVICH:** DID YOU CALCULATE THE DIFFERENCE IN PEOPLE  
2   COMPARED TO THE DIFFERENCE IN COSTS BETWEEN CAMBIO AND  
3   NAVIGANT ON THIS ISSUE?

4

5   **FRED LEAF:** YES. WELL, THE ACTUAL COST PER PERSON PER  
6   DISCIPLINE WAS PRETTY COMPARABLE. IT WAS THE NUMBERS OF  
7   ADDITIONAL STAFF THAT THE CAMBIO PROPOSAL INCLUDED THAT MADE  
8   THE DIFFERENCE IN THE COST. IN REVIEWING THIS, BOTH WITH THE  
9   TWO PROPOSERS AS WELL AS WITH C.M.S. AS TO THE BACKGROUNDS OF  
10   EACH SERVICE, THEY WERE BOTH RATED AS BEING EQUAL AND READY  
11   AND ABLE TO DO THE JOB.

12

13   **SUP. ANTONOVICH:** DID YOU ASK CAMBIO ANY QUESTION, ONE QUESTION  
14   RELATIVE TO THEIR PROPOSAL?

15

16   **FRED LEAF:** WE HAD NUMEROUS DISCUSSIONS WITH THEM, WITH CAMBIO.

17

18   **SUP. ANTONOVICH:** YOU HAD-- YOU DID TALK TO THEM PERSONALLY?

19

20   **FRED LEAF:** WITH ALL THE PROVIDERS.

21

22   **SUP. ANTONOVICH:** YOU TALKED TO THEM? BECAUSE WE WERE TOLD BY  
23   THE PRINCIPLE THAT THERE WAS NO CONVERSATION.

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **FRED LEAF:** THERE WAS A CONVERSATION. THERE WAS A WRITTEN  
2   RESPONSE TO THEM ON THEIR QUESTIONS.

3

4   **SUP. ANTONOVICH:** JUST ONE?

5

6   **FRED LEAF:** PARDON ME-- ONE WRITTEN RESPONSE.

7

8   **SUP. ANTONOVICH:** ONLY ONE. HOW MANY CONVERSATIONS WERE WITH  
9   NAVIGANT?

10

11   **FRED LEAF:** OH, I DON'T RECALL. I DON'T RECALL.

12

13   **SUP. ANTONOVICH:** MANY?

14

15   **FRED LEAF:** THERE WERE A NUMBER OF PEOPLE INVOLVED IN THE  
16   CONTRACTING PROCESS.

17

18   **SUP. ANTONOVICH:** BUT WHEN YOU HAVE TWO VIABLE, ONE IN WHICH  
19   SOME PROFESSIONALS IN THE FIELD THOUGHT WOULD BE THE ONE THAT  
20   THEY WOULD LIKE IF THEY WERE OPERATING A HEALTH FACILITY UNDER  
21   SIEGE, THAT THEY WOULD BRING ON BOARD BECAUSE OF THEIR  
22   EXPERIENCE, SURELY THEIR PROPOSAL OUGHT TO HAVE WARRANTED MORE  
23   OF AN EVALUATION BY THE DEPARTMENT THAN JUST KIND OF A  
24   QUESTION AND THAT'S IT.

25



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1 **FRED LEAF:** WELL, WE CONTACTED OTHER INDIVIDUALS WHO HAD USED  
2 THE VARIOUS FIRMS AND THERE WERE VARYING RESPONSES ON, FOR  
3 INSTANCE, CAMBIO AS TO THEIR FITNESS FOR THIS PARTICULAR JOB.  
4 SO IT SORT OF WENT BOTH WAYS ON THESE TWO FIRMS.

5

6 **SUP. ANTONOVICH:** IN NAVIGANT'S CONTRACT, DAY-TO-DAY OPERATIONS  
7 OF THE HOSPITAL, OPERATION AND DELIVERY OF HEALTH SERVICES,  
8 WOULD THAT NOT ALSO INCLUDE ALL INPATIENT AND OUTPATIENT?

9

10 **FRED LEAF:** YES.

11

12 **SUP. ANTONOVICH:** SO IT SUGGESTS THAT ALL ASSESSMENTS AND  
13 IMPLEMENTATION SERVICES, UNLESS OTHERWISE SPECIFICALLY  
14 EXCLUDED IN THE CONTRACT, WOULD BE INCLUDED?

15

16 **FRED LEAF:** YES. THEY HAVE AN INTERIM MANAGEMENT TEAM THERE  
17 THAT IS SUPPOSED TO OVERSEE THE ENTIRE HOSPITAL. THAT WOULD  
18 INCLUDE BOTH INPATIENT AND OUTPATIENT.

19

20 **SUP. ANTONOVICH:** CAMBIO HAD 30-PLUS DELIVERABLES. HOW MANY DID  
21 NAVIGANT HAVE ON EACH ITEM?

22

23 **FRED LEAF:** WELL, THERE ARE DELIVERABLES AND THERE ARE STEPS TO  
24 ACCOMPLISH THOSE DELIVERABLES AND I CONSIDER THEM ALL



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1 DELIVERABLES, SO THERE ARE LITERALLY HUNDREDS OF STEPS IN EACH  
2 DELIVERABLE THAT MUST BE ACCOMPLISHED.

3

4 **SUP. ANTONOVICH:** HOW MUCH FOR THE FEES ARE FOR OUT-OF-POCKET  
5 EXPENSES AND NOT ACTUAL COSTS ON THE WORK SITE?

6

7 **FRED LEAF:** 20-- THEY-- 25% EXPENSE IS ALLOWED UNDER THE  
8 CONTRACT AGAINST SALARIES.

9

10 **SUP. ANTONOVICH:** HOW MANY OF THE NAVIGANT LEADERSHIP ACTUALLY  
11 ARE WORKING ON NAVIGANT-- OR I SHOULD SAY WORKING ON THE KING  
12 DREW REFORMS?

13

14 **FRED LEAF:** HOW MANY OF THE MANAGEMENT TEAM ARE WORKING?

15

16 **SUP. ANTONOVICH:** NAVIGANT'S LEADERSHIP OVERALL.

17

18 **FRED LEAF:** OVERALL? THERE WOULD BE, THE TOP LEADERSHIP WOULD  
19 BE TWO ON SITE AND THEN NUMEROUS INDIVIDUALS BENEATH THAT TOP  
20 LAYER OF MANAGEMENT WHO ARE WORKING AT THE HOSPITAL. AND  
21 THERE'S, LIKE, 30 PEOPLE INVOLVED IN THE IMPLEMENTATION.  
22 THERE'S 10 IN THE ACTUAL INTERIM MANAGEMENT TEAM. SO IT'S  
23 SIGNIFICANT NUMBERS.

24



**The Meeting Transcript of  
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1   **SUP. ANTONOVICH:** WHAT'S INTERESTING IS THAT KAE ROBERTSON HAD  
2   INCLUDED THAT THE CONTRACT PRICE THAT WAS AGREED UPON WAS A  
3   GOOD PRICE AND THAT IF THERE WAS SOMETHING UNUSUAL, THEN YOU'D  
4   HAVE TO HAVE SOME ADDITIONAL APPROPRIATIONS MADE, BUT WAS IT  
5   REALLY UNUSUAL TO EXPECT TO HAVE TO BRING ON FOUR TO SIX  
6   QUALIFIED COMPETENT NURSE MANAGERS AS SOMETHING THAT WAS  
7   EXTREMELY UNUSUAL?

8

9   **FRED LEAF:** WELL, I MEAN, MISS ROBERTSON CAN ALSO ANSWER THAT  
10   QUESTION, IF SHE'D LIKE. HOWEVER, I WILL SAY THAT WE  
11   TERMINATED A SIGNIFICANT NUMBER OF NURSE MANAGERS AS A RESULT  
12   OF OUR INITIAL STAY AT THE HOSPITAL, THE DEPARTMENTS. SO, WHEN  
13   NAVIGANT ARRIVED, OF COURSE, THERE WAS LITERALLY NO LEADERSHIP  
14   AT CERTAIN LEVELS OF THE NURSING ORGANIZATION, WHICH THESE  
15   NURSES ARE INTENDED TO FILL UNTIL WE CAN RECRUIT THE  
16   LEADERSHIP TO EMPLOY DIRECTLY.

17

18   **SUP. ANTONOVICH:** THE-- IS IT LEGAL FOR THE HEALTH DEPARTMENT  
19   TO ALLOW NAVIGANT TO HIRE ADDITIONAL NAVIGANT NURSES BY USING  
20   FUNDS THAT WERE ALLOCATED TO HIRE A DIETARY ADVISOR PRIOR TO  
21   THE BOARD APPROVING THE CONTRACT?

22

23   **FRED LEAF:** I'LL DEFER TO COUNTY COUNSEL ON THAT.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **LEELA KAPUR, COUNSEL:** SUPERVISOR ANTONOVICH, IT WAS  
2   CONTEMPLATED WHEN THE CONTRACT WAS NEGOTIATED THAT, WHEN  
3   NAVIGANT GOT ON SITE AND DISCUSSED THE SITUATION WITH THE  
4   DEPARTMENT, THEY MAY NEED TO ADJUST SOME OF THE INTERIM  
5   MANAGEMENT AND THAT WAS ALLOWED FOR IN THE CONTRACT. IT WAS  
6   ALSO CONTEMPLATED THAT THEY MAY BRING IN NEW NURSE MANAGERS OR  
7   ADDITIONAL NURSE MANAGERS AND THAT THE SAVINGS FROM THE  
8   ADJUSTMENTS TO THE INTERIM MANAGEMENT WOULD BE USED TO FUND  
9   THOSE. SO, IN MY OPINION, IT WAS AN APPROPRIATE EXPENDITURE  
10   UNDER THE CONTRACT.

11

12   **SUP. ANTONOVICH:** WHAT OTHER VACANT INTERIM MANAGEMENT POSITION  
13   FUNDS HAS THE HEALTH DEPARTMENT APPROVED NAVIGANT TO USE TO  
14   HIRE THE SECOND NAVIGANT NURSE PRIOR TO THE BOARD'S APPROVING  
15   THE AMENDMENT?

16

17   **LEELA KAPUR, COUNSEL:** I WOULD DEFER TO THE DEPARTMENT. MY  
18   UNDERSTANDING, THOUGH, IS THAT THE I.T., THE HUMAN RESOURCES  
19   AND I BELIEVE THERE'S A THIRD POSITION-- DIETARY WERE ALL  
20   INTERIM MANAGEMENT THAT THEY FELT WAS NOT NEEDED ON A FULL-  
21   TIME BASIS OR THROUGHOUT THE DURATION OF THE CONTRACT.

22

23   **SUP. ANTONOVICH:** DOES NAVIGANT HAVE CONTRACT THE LANGUAGE  
24   ALLOWING THE HEALTH DEPARTMENT TO FILL NAVIGANT INTERIM



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MANAGEMENT POSITIONS WITH OTHER CLINICAL POSITIONS WITHOUT  
2 BOARD APPROVAL?

3

4 **LEELA KAPUR, COUNSEL:** UNDER THE CURRENT CONTRACT, THE  
5 CONTRACT, AS I SAID, THE CURRENT CONTRACT LANGUAGE ALLOWS THE  
6 DEPARTMENT TO REDUCE THE INTERIM MANAGEMENT AT THE FACILITY  
7 AND THAT'S PROVIDED FOR IN THE CONTRACT.

8

9 **SUP. ANTONOVICH:** SHOULDN'T A DIETARY ADVISOR HAVE BEEN HIRED  
10 TO WORK WITH THE KING DREW CLINICAL NUTRITION MANAGER TO FIX  
11 THE VARIOUS VIOLATIONS CITED BY THE C.M.C. AND MEDICAID  
12 SERVICES REGARD TO THE THREE GRADUATES WHO DID NOT MEET THE  
13 REQUIREMENTS OF THE A REGISTERED DIETICIAN, DIETETIC  
14 TECHNICIAN AND THE SUPERVISION PROBLEMS? WASN'T THIS ENOUGH TO  
15 BE A VIOLATION TO HIRE A DIETARY ADVISOR?

16

17 **SPEAKER:** I BELIEVE THAT'S AN OPERATIONAL QUESTION. FRED WOULD  
18 HAVE TO ANSWER IT.

19

20 **FRED LEAF:** YEAH. THE-- WE CONTRACT FOR DIETARY AT KING AND IT  
21 WAS NAVIGANT'S ASSESSMENT THAT, BASED ON THE CONTRACTUAL  
22 RESPONSIBILITIES THAT THE DIETARY CONTRACTOR HAS, THAT IT  
23 WOULD BE MORE PRUDENT TO DIRECT THAT CONTRACTOR TO PERFORM  
24 THEIR RESPONSIBILITIES AS OPPOSED-- AND TAKE THAT MONEY AND  
25 PUT IT INTO MUCH NEEDED AREAS OF CORRECTION, NURSING, AND SO





The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 THAT WAS THE ACTION-- THAT WAS THE BASIS OF THE ACTION THAT  
2 WAS TAKEN.

3

4 **SUP. ANTONOVICH:** SO WHAT'S THE STATUS TODAY FOR THE CORRECTIVE  
5 ACTIONS RELATED TO THE THREE DIETICIANS THAT DID NOT QUALIFY  
6 UNDER STATE LAW?

7

8 **FRED LEAF:** THEY ARE BEING-- OUR RESPONSE IS DUE-- YEAH, IS DUE  
9 TO C.M.S., OUR PLAN OF CORRECTION AND THE PROBLEMS ASSOCIATED--  
10 - THAT WERE IDENTIFIED IN THE REPORT HAVE NOW BEEN CORRECTED.

11

12 **SUP. ANTONOVICH:** WERE THERE...

13

14 **SUP. MOLINA, CHAIR:** DO YOU HAVE MANY MORE QUESTIONS?

15

16 **SUP. ANTONOVICH:** YES. WHY WASN'T THE BOARD INFORMED THAT THE  
17 ADDITIONAL PHYSICIAN ADVISOR WAS HIRED BEFORE THE BOARD  
18 APPROVED THE AMENDMENT TO THE OTHER VACANT POSITIONS?

19

20 **FRED LEAF:** AS YOU KNOW, SUPERVISOR, ONE OF THE BIGGEST  
21 PROBLEMS WE HAVE THERE AT THE HOSPITAL IS IN THE AREA OF  
22 CLINICAL SERVICES AND PHYSICIANS SPECIFICALLY. THE-- IN  
23 CONSULTATION WITH COUNSEL, WE LOOKED AT THE NAVIGANT REQUEST  
24 TO ADD A PHYSICIAN ADVISOR TO HANDLE THE QUALITY AND PEER--  
25 AREAS OF PEER REVIEW AND TO ESTABLISH A BETTER ACCOUNTABILITY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IN THOSE AREAS. AND SO THAT CONTRACTOR WAS-- I MEAN, THAT  
2 POSITION WAS ADDED TO THE CONTRACT.

3

4 **SUP. ANTONOVICH:** IS THE-- DOES NAVIGANT HAVE TO HIRE AN  
5 ADDITIONAL ADVISOR BECAUSE THEY'RE UNABLE TO WORK WITH DR.  
6 GARTHWAITE OR DR. PEEKS ON THE NEED TO MAKE THE NECESSARY  
7 CHANGES?

8

9 **FRED LEAF:** I DON'T BELIEVE THAT WAS GIVEN AS THE BASIS FOR IT.

10

11 **SUP. ANTONOVICH:** WELL, IT'S MY UNDERSTANDING THAT WE'RE GOING  
12 TO BE HIRING AN ADDITIONAL, RIGHT, PHYSICIAN?

13

14 **FRED LEAF:** RIGHT. THE PHYSICIAN ADVISOR WAS HIRED SPECIFICALLY  
15 TO DEAL WITH QUALITY CARE ISSUES, QUALITY ISSUES AND THAT WAS  
16 WHY THEY BROUGHT HIM ON, BECAUSE THEY FELT THEY NEEDED  
17 ADDITIONAL SUPPORT TO CORRECT THE SIGNIFICANT DEFICITS THAT  
18 EXIST IN THAT HOSPITAL IN TERMS OF LOOKING AT PHYSICIAN  
19 PERFORMANCE.

20

21 **SUP. ANTONOVICH:** THEN WHY WASN'T A NAVIGANT HUMAN RESOURCES  
22 SPECIALIST HIRED TO ASSESS THE PROBLEMS WITH THE DYSFUNCTIONAL  
23 TIMECARD AND OUTSIDE EMPLOYMENT PROTOCOLS AT THE HOSPITAL?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **FRED LEAF:** NAVIGANT, AFTER ARRIVING ON SITE WITH AN H.R.  
2   SPECIALIST, DETERMINED THAT THE COUNTY WAS UNIQUE, IT REQUIRED  
3   H.R. INDIVIDUALS, LIKE THOSE THAT WE HAVE, THAT UNDERSTAND THE  
4   CIVIL SERVICE SYSTEM AND THEY FELT THAT THEY WERE GETTING  
5   PROPER SERVICE FROM THOSE INDIVIDUALS, SACHI AMAI AND OTHERS  
6   WHO WERE WORKING WITH THEM DIRECTLY. NOW THEY HAVE MIKE HENRY,  
7   WHO HAS ASSUMED RESPONSIBILITY DIRECTLY, WHO IS ASSISTING  
8   THEM. AND THEY MADE A DETERMINATION AGAIN THAT, RATHER THAN  
9   HAVE AN H.R. SPECIALIST THAT WOULD NOT BE FAMILIAR WITH OUR  
10   SYSTEM AND WOULD NOT BE AS EFFECTIVE AS AN H.R. MANAGER, THEY  
11   WANTED TO PUT THAT MONEY INTO CLINICAL POSITIONS.

12

13   **SUP. ANTONOVICH:** BUT WITH THE EPIDEMIC OF TIMECARD FRAUD, IT  
14   SEEMS THAT PEOPLE WITHIN THE SYSTEM AREN'T FAMILIAR WITH  
15   ACCOUNTABILITY, OVERSIGHT OF TIMECARD FRAUD.

16

17   **FRED LEAF:** BUT THAT ISN'T THE RESPONSIBILITY OF H.R. THAT'S  
18   THE RESPONSIBILITY OF THE MANAGERS TO ENSURE THAT TIMECARDS  
19   ARE PROPERLY SIGNED AND ARE CORRECT. IT'S NOT H.R.'S  
20   RESPONSIBILITY TO MAKE THAT...

21

22   **SUP. ANTONOVICH:** BUT A MANAGER HAS THE OVERSIGHT TO ENSURE  
23   THAT THE HOSPITAL IS OPERATING...

24

25   **FRED LEAF:** THAT'S EXACTLY RIGHT, YES.



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. ANTONOVICH:** ...AS WELL SO, I MEAN, THEY FAILED IN  
3 OPERATION OVERSIGHT OF THE PROVIDING OF MEDICAL SERVICE BUT  
4 THEY ALSO FAILED IN THE PROVIDING OF OVERSIGHT FOR TIMECARD  
5 FRAUDS.

6

7 **FRED LEAF:** THEY DID, YES.

8

9 **SUP. ANTONOVICH:** SO THEN WHY DID YOU INCLUDE THIS POSITION IF  
10 YOU DIDN'T NEED IT?

11

12 **FRED LEAF:** WELL, INITIALLY, WE ASKED NAVIGANT TO INCLUDE AN  
13 H.R. POSITION TO DEAL SPECIFICALLY WITH COMPLIANCE WITH  
14 ACCREDITATION REQUIREMENTS. HOWEVER, AFTER GETTING IN AND  
15 LOOKING AT THE PROBLEMS IN THE HOSPITAL, IT WAS DETERMINED  
16 THAT ADEQUATE, KNOWLEDGEABLE STAFF WERE PRESENT AT THE  
17 HOSPITAL AND THAT, TO SPEND THAT MONEY ON AN H.R. SPECIALIST  
18 WOULD NOT BE THE MOST EFFECTIVE EXPENDITURE OF FUNDS.

19

20 **SUP. ANTONOVICH:** IT SEEMS LIKE AN EXTENSION OF SALARY SAVINGS,  
21 IS THAT THE TERM WE USE? WE GRADE POSITIONS...

22

23 **FRED LEAF:** SIMILAR, YES.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. ANTONOVICH:** ...AND THEN TRANSFER THOSE FUNDS, WHICH IS  
2   NOT AN EFFECTIVE WAY OF HAVING A GOOD BUDGET. WHY WAS IT  
3   DETERMINED THAT NAVIGANT'S INFORMATION TECHNOLOGY SPECIALIST  
4   WAS NOT NEEDED?

5

6   **FRED LEAF:** THE-- AN I.T. SPECIALIST...

7

8   **SUP. MOLINA, CHAIR:** WILL YOU SUMMARIZE YOUR QUESTIONS, PLEASE?  
9   PLEASE.

10

11   **SUP. ANTONOVICH:** I JUST HAVE TWO. WHY WAS THE...

12

13   **FRED LEAF:** AN I.T. SPECIALIST WAS BROUGHT IN BY NAVIGANT WHO  
14   ASSESSED THE CURRENT I.T. OPERATION AT THE HOSPITAL AND ALSO  
15   THE SYSTEMS MANAGEMENT-- DETERMINED THAT THE SYSTEMS  
16   MANAGEMENT AT THE HOSPITAL WAS ONE THAT WAS DEPARTMENT-WIDE AS  
17   OPPOSED TO THAT OF A FREESTANDING HOSPITAL AND, ONCE THEY  
18   REALIZED THAT WE, THE DEPARTMENT, WERE MAKING DETERMINATIONS  
19   ON SYSTEM-WIDE APPLICATION OF SYSTEMS, THEY FELT THAT-- AND  
20   ASSESSED THE CURRENT I.T. MANAGER, THEY CONCLUDED THAT HE WAS  
21   ADEQUATE, HE COULD DO THE JOB AND THAT, BECAUSE THEY WEREN'T  
22   GOING TO BE DEVELOPING NEW SYSTEMS IN THE HOSPITAL, THEY FELT  
23   THAT IT WOULD ALSO BE A BETTER EXPENDITURE OF FUNDS TO PUT IT  
24   INTO CLINICAL CARE...

25



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1   **SUP. ANTONOVICH:** THE ORIGINAL CONTRACT DIDN'T QUOTE THEIR  
2   FORMER C.E.O., MR. ELLIOTT, A SERVICE RATE WOULD BE THE  
3   \$52,200 RATE. SO WHY SHOULD WE INCREASE THE RATE IF 52,200 WAS  
4   THE NEGOTIATED PRICE? ISN'T THIS A COST THAT NAVIGANT OUGHT TO  
5   ABSORB?

6

7   **FRED LEAF:** I THINK THAT'S-- THAT IS-- AS I SAID, THEY TRADED  
8   OUT FROM IMPLEMENTATION TO THE MANAGEMENT TEAM AND THE ISSUE  
9   AS TO WHETHER WE SHOULD PAY MORE OR NOT FOR THAT, I BELIEVE,  
10   IS A DECISION, CERTAINLY, THAT YOU SHOULD CONSIDER BECAUSE WE  
11   DID BARGAIN FOR THE 52,000.

12

13   **SUP. ANTONOVICH:** THE CONTRACT SEEMS TO BE SWISS CHEESE WITH A  
14   LOT OF HOLES AND CAMBIO, WHO WAS GOING TO PROVIDE A-- IF THEY  
15   REFORM THE SYSTEM AS THEY SAID IN A SHORTER TIME FRAME, WOULD  
16   HAVE REFUNDED THE COUNTY THOSE ADDITIONAL DOLLARS THAT WE  
17   WOULD HAVE BEEN ABLE TO USE FOR HEALTH SERVICES INSTEAD OF  
18   COMING IN WITH A LOWBALL CONTRACT AND NOW PAYING ADDITIONAL  
19   REQUESTS FOR...

20

21   **FRED LEAF:** I DON'T BELIEVE THEY WERE GOING TO REFUND MONEY.  
22   THEIR MAXIMUM DOLLAR OBLIGATION WAS 24 MILLION. IF THEY SPENT  
23   ONLY 16 OR 17 MILLION, THEY WANTED 30% AS A BONUS OF THE MONEY  
24   THEY UNDER SPENT FROM THE MAXIMUM OBLIGATION.

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. ANTONOVICH:** WELL, OKAY, SO IT WOULD HAVE BEEN MONEY  
2   COMING BACK TO THE COUNTY THAT WE WOULDN'T HAVE TO SPEND.

3

4   **FRED LEAF:** WELL, IT'S MONEY WE WOULDN'T HAVE...

5

6   **SUP. ANTONOVICH:** SPENT BUT NOW WE'RE SPENDING MONEY THAT WE  
7   DIDN'T ANTICIPATE HAVING TO SPEND BECAUSE OF A LOWBALL  
8   CONTRACT.

9

10   **SUP. MOLINA, CHAIR:** AGAIN, THE OTHER ISSUE IS, AND IF YOU  
11   REMEMBER CORRECTLY, MR. LEAF, WE ASKED VERY SPECIFICALLY, WAS  
12   THIS THE FINAL PRICE THAT WE WERE GOING TO PAY AND YOU TOLD US  
13   AT THAT TIME THAT WAS. WELL, PEOPLE WHO WROTE THE CONTRACT  
14   KNEW VERY CLEARLY THAT THERE WAS A CONTRACT PROVISION THAT  
15   THEY COULD INCREASE THE COST AND THAT'S REALLY UNFORTUNATE.  
16   AND, IF YOU LISTEN TO YOUR OWN ANSWERS, LIKE ONE OF THE  
17   JUSTIFICATIONS AS TO WHY WE NEEDED THE NEW NURSE MANAGERS, THE  
18   NURSE MANAGERS WERE IN BEFORE DR.-- BEFORE JIM LOTT EVEN MADE  
19   THOSE RECOMMENDATIONS. YOU SHOULD LISTEN TO YOUR OWN ANSWERS.

20

21   **FRED LEAF:** NO, THE...

22

23   **SUP. MOLINA, CHAIR:** YES, YES, SIR, YES, SIR, BECAUSE I WAS  
24   HERE WHEN YOU-- WHEN THAT RECOMMENDATION FROM THE DEPARTMENT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CAME TO US, THAT'S BEFORE MR. LOTT MADE ANY OF THOSE  
2 RECOMMENDATIONS. YOU SHOULD LISTEN TO YOURSELF.

3

4 **FRED LEAF:** BUT THE FOUR NURSES WALKING AROUND HAVE NOT BEEN  
5 HIRED-- HAVE NOT BEEN BROUGHT ON YET. THEY HAVE NOT. THEY ARE  
6 NOT THERE.

7

8 **SUP. MOLINA, CHAIR:** I UNDERSTAND. NOW YOU HAVE A DIFFERENT  
9 JUSTIFICATION. THAT'S ALL I'M SAYING. BUT THE REQUEST FOR THE  
10 NURSES WAS BEFORE MR. LOTT MADE THE RECOMMENDATION.

11

12 **FRED LEAF:** THOSE ARE FOUR ADDITIONAL NURSES.

13

14 **SUP. MOLINA, CHAIR:** OH, OKAY. SURE. YEAH. IT'S AMAZING HOW THE  
15 JUSTIFICATION WORKS AROUND HERE. ALL RIGHT. WE HAVE THAT ITEM  
16 BEFORE US. AND, UNFORTUNATELY, WE'VE BEEN TOLD, IF WE DON'T  
17 GET IT, THEY WALK. SO, IS THERE A MOTION BEFORE US?

18

19 **SUP. YAROSLAVSKY:** MADAM CHAIR, I WILL MOVE THE RECOMMENDATION  
20 OF THE STAFF IS THE 1.4, IS THAT CORRECT?

21

22 **SUP. MOLINA, CHAIR:** 1.7.

23

24 **SUP. YAROSLAVSKY:** 1.7 AND...

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** BUT 1.4 SOUNDS GOOD, TOO.

2

3    **SUP. YAROSLAVSKY:** NO. I WILL MOVE THE STAFF RECOMMENDATION.

4

5    **SUP. BURKE:** I'LL SECOND IT.

6

7    **SUP. MOLINA, CHAIR:** IT'S BEEN MOVED AND SECONDED. DO YOU WANT  
8    TO CALL THE ROLL?

9

10   **CLERK VARONA-LUKENS:** ALL RIGHT. SUPERVISOR BURKE, THIS IS ON  
11   AGENDA 52. SUPERVISOR BURKE?

12

13   **SUP. BURKE:** AYE.

14

15   **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

16

17   **SUP. YAROSLAVSKY:** AYE.

18

19   **CLERK VARONA-LUKENS:** SUPERVISOR KNABE?

20

21   **SUP. KNABE:** AYE.

22

23   **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

24

25   **SUP. ANTONOVICH:** NO.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **CLERK VARONA-LUKENS:** AND SUPERVISOR MOLINA?

3

4 **SUP. MOLINA, CHAIR:** I'M ABSTAINING ON THIS ITEM. I'M NOT  
5 SUPPORTING IT.

6

7 **CLERK VARONA-LUKENS:** ALL RIGHT. MOTION CARRIES, 3 TO ONE  
8 ABSTENTION, ONE...

9

10 **SUP. KNABE:** 3-1-1.

11

12 **SUP. MOLINA, CHAIR:** THEN WE HAVE ITEM NUMBER 3.

13

14 **SUP. KNABE:** THAT WAS 3-1-1 THERE, VIOLET.

15

16 **SUP. MOLINA, CHAIR:** OKAY. THAT'S ONE AND THE SAME, SO THAT'S  
17 MOOT. ALL RIGHT. LET'S GO WITH ITEM NUMBER 7. WHICH ONE IS  
18 THAT?

19

20 **CLERK VARONA-LUKENS:** THE TIMECARD FRAUD.

21

22 **SUP. MOLINA, CHAIR:** OH, OKAY. THAT'S ON A MOTION ON TIMECARD  
23 FRAUD. IT ASKS US TO SEEK CIVIL SERVICE REIMBURSEMENT, ASKS  
24 FOR DISCIPLINE FOR LACK OF OVERSIGHT AND MONTHLY REPORT ON  
25 INSPECTIONS. MOVED BY...



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1

2 **SUP. YAROSLAVSKY:** MADAM CHAIR?

3

4 **SUP. MOLINA, CHAIR:** YES, SIR?

5

6 **SUP. YAROSLAVSKY:** I WANT TO-- I DON'T HAVE A PROBLEM WITH THE  
7 GIST OF THIS. I DO WANT TO BE SURE THAT THE NAMES OF  
8 INDIVIDUALS WHO HAVE NOT BEEN-- I DON'T WANT NAMES OF  
9 INDIVIDUALS SURFACING IN PUBLIC WHEN THEY ARE STILL UNDER  
10 INVESTIGATION. I THINK WE HAD THAT SITUATION, IF I'M NOT  
11 MISTAKEN, LAST WEEK OR WHEN IT WAS AND IF THERE'S A WAY THAT,  
12 WHILE THERE'S A PENDING INVESTIGATION, TO ENSURE THAT THOSE--  
13 THAT THE CONFIDENTIALITY BE MAINTAINED. I'M SORRY TO SAY THAT--  
14 - I MEAN, I KNOW THERE'S A-- WHAT'S THE WORD I'M LOOKING FOR--  
15 A-- I WON'T USE IT, IT'S A LITTLE TOO STRONG BUT I JUST THINK  
16 THAT WHEN PEOPLE ARE NOT ACCUSED OF ANYTHING, EVEN IF THEY'RE  
17 ACCUSED ONE MIGHT ARGUE THAT THEY'RE ENTITLED TO YOUR DAY IN  
18 COURT BUT IF YOU'RE ACCUSED, YOU'RE ACCUSED. BUT WHILE THERE'S  
19 STILL AN INVESTIGATION GOING ON AND, AS I-- AND I READ THE  
20 BOARD REPORT, THE MOTION ON THIS, THIS WOULD INCLUDE...

21

22 **SUP. KNABE:** WELL, WHY DON'T WE JUST WITHDRAW THE NAMES IN THE  
23 MOTION AND LEAVE THE INTENT OF THE MOTION THERE WHICH WOULD BE  
24 TO SEEK REIMBURSEMENT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. YAROSLAVSKY:** THAT WOULD BE FINE.

2

3    **SUP. KNABE:** I MEAN, I THINK THAT WOULD BE MORE APPROPRIATE.

4

5    **SUP. ANTONOVICH:** THAT'S FINE. I HAVE NO PROBLEM WITH THAT.

6

7    **SUP. YAROSLAVSKY:** THAT'S FINE.

8

9    **SUP. MOLINA, CHAIR:** SO JUST SAY THE DIRECTOR OF-- THE CHAIR OF  
10 THE...

11

12    **SUP. YAROSLAVSKY:** NO, BUT THAT'S A GOOD POINT. IT SHOULD NOT--  
13 IT SHOULD NOT GIVE YOU ANY INFORMATION THAT, BY PROCESS OF  
14 EASY ELIMINATION...

15

16    **SUP. KNABE:** WELL, I JUST THINK IF WE REMOVE THE NAMES AND KEEP  
17 THE GIST...

18

19    **SUP. ANTONOVICH:** JUST THAT THEY PURSUE LEGAL ACTION FOR  
20 REIMBURSEMENT OF THOSE FUNDS OF THOSE INDIVIDUALS WHO-- AS  
21 IDENTIFIED BY THE DEPARTMENT.

22

23    **SUP. KNABE:** AS IDENTIFIED BY THE DEPARTMENT, THE D.A. AND ANY  
24 INVESTIGATION. I MEAN, I-- JUST ELIMINATE THE NAMES. I WOULD  
25 SECOND THE MOTION IF YOU ELIMINATE ALL THEIR NAMES.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY:** ALL RIGHT. THAT'S GOOD ENOUGH.

3

4 **SUP. MOLINA, CHAIR:** ALL RIGHT. IT'S BEEN MOVED AND SECONDED.

5 IS THERE ANY OBJECTION TO THAT ITEM? IF NOT, SO ORDERED ON  
6 THAT ITEM. NOW, IT'S MY UNDERSTANDING THAT CONCLUDES ALL OF  
7 THE ITEMS UNDER S-1. IS THAT CORRECT?

8

9 **CLERK VARONA-LUKENS:** NO. THERE'S ONE MORE, MADAM CHAIR. I  
10 SHOULD HAVE BROUGHT THIS UP SOONER. I'M SORRY. IT'S THE--  
11 INSTRUCT THE DIRECTOR OF HEALTH IN COLLABORATION WITH THE  
12 CHIEF ADMINISTRATIVE OFFICE TO REASSIGN AN EXPERIENCED CHIEF  
13 EXECUTIVE OFFICER AND CHIEF MEDICAL DIRECTOR FROM ONE OF OUR  
14 COUNTY HOSPITALS TO KING DREW MEDICAL CENTER...

15

16 **SUP. KNABE:** ITEM NUMBER 3?

17

18 **CLERK VARONA-LUKENS:** THAT'S S-1. THAT'S SUPERVISOR  
19 ANTONOVICH'S GREEN...

20

21 **C.A.O. JANSSEN:** GREEN SHEET AMENDMENT.

22

23 **CLERK VARONA-LUKENS:** ...SHEET AMENDMENT.

24



The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1   **SUP. ANTONOVICH:** THE REASON ON THAT IS JUST THAT WE HAVE  
2   COMPETENT, ABLE PEOPLE WHO HAVE ADMINISTERED...

3

4   **SUP. MOLINA, CHAIR:** YOU FORGOT WILLING, THOUGH. <LAUGHS>

5

6   **SUP. ANTONOVICH:** ...OUR HOSPITALS WITH ACCREDITATION AND  
7   INSTEAD OF DOING THE LONG, ELABORATE SEARCHES OF BRINGING IN,  
8   FROM THE OUTSIDE, SOMEONE WHO WILL TAKE A WHILE TO GET THEIR  
9   FEET ON THE GROUND TO RESOLVE AN ISSUE, TAKING A PERSON FROM  
10   WITHIN THE SYSTEM FOR A SHORT TIME FRAME THAT THEY KNOW IT'S  
11   ONLY GOING TO BE A 24-MONTH TIME FRAME ENHANCE THEIR SALARY,  
12   THEY GO IN WITH THAT COMMITMENT, THEY BRING IN THEIR STAFF TO  
13   MAKE THE NECESSARY DECISIONS IN RUNNING THE HOSPITAL, MAKES--  
14   IS A PRUDENT WAY OF RESOLVING AN ISSUE. MR. JANSSEN?

15

16   **C.A.O. JANSSEN:** WELL, IT IS A PRUDENT WAY, IT DOES MAKE A LOT  
17   OF SENSE. UNFORTUNATELY, I'VE TALKED TO THE TWO PEOPLE WHO WE  
18   WOULD WANT TO TRANSFER AND BOTH OF THEM SAID, "THANK YOU BUT  
19   NO THANKS." SO...

20

21   **SUP. ANTONOVICH:** BUT NOW THAT-- IF THIS WAS APPROVED AND YOU  
22   HAD THAT ABILITY, THEN YOU COULD HAVE MORE-- YOU COULD HAVE A  
23   FRANK DISCUSSION...

24

25   **C.A.O. JANSSEN:** I HAD A FRANK DISCUSSION.



**The Meeting Transcript of  
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1

2 **SUP. ANTONOVICH:** ...TO DISCUSS THE COMPENSATION, THAT THIS  
3 WOULD BE AN OPPORTUNITY FOR THEM, IN THEIR CAREER, TO DO A  
4 PUBLIC SERVICE AND PROVIDE A... [ LAUGHTER ]

5

6 **C.A.O. JANSSEN:** I TRIED ALL OF THAT, ALL OF THE ABOVE AND  
7 MORE.

8

9 **SUP. ANTONOVICH:** WITH A FIVE SIGNATURE SCROLL IN THE WINGS  
10 WITH THE OLD SEAL. [ LAUGHTER ]

11

12 **C.A.O. JANSSEN:** THE OLD SEAL. RIGHT. THAT'LL DO IT.

13

14 **SUP. ANTONOVICH:** BUT I BELIEVE, LOOKING INTERNALLY PROVIDES US  
15 AN OPPORTUNITY AND THEN, IN AN UNOFFICIAL RECOMMENDATION FOR  
16 THE C.A.O. AND THE DEPARTMENT OF HEALTH TO PURSUE THAT  
17 AVENUE...

18

19 **SUP. MOLINA, CHAIR:** RIGHT. SO WE DON'T NEED A MOTION FOR THAT.  
20 AN UNOFFICIAL RECOMMENDATION. ALL RIGHT.

21

22 **SUP. ANTONOVICH:** SO I'D MAKE AN UNOFFICIAL RECOMMENDATION.

23

24 **SUP. BURKE:** I THINK WE DID THAT ALREADY ONCE.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** ALL RIGHT. I THINK SO. SO WE HAVE  
2    CONCLUDED ALL OF THE ITEMS UNDER...

3

4    **SUP. YAROSLAVSKY:** WHAT DID WE JUST DO ON THAT ITEM?

5

6    **SUP. MOLINA, CHAIR:** WE HAVE AN UNOFFICIAL RECOMMENDATION.

7

8    **SUP. KNABE:** WE UNOFFICIALLY NOMINATED YOU TO BE THE NEW-- NO.

9

10   **SUP. YAROSLAVSKY:** DOUBLE MY SALARY? YEAH.

11

12   **SUP. KNABE:** MADAM CHAIR. SO WE TOOK ACTION ON 52, THEN WE  
13   DON'T HAVE TO TAKE ACTION ON 3, IS THAT CORRECT? WE DID TAKE  
14   AN ACTION ON 3? DID IT DIE FOR LACK OF A SECOND?

15

16   **SUP. YAROSLAVSKY:** WHICH ONE?

17

18   **SUP. MOLINA, CHAIR:** ITEM NUMBER 3. WE ALREADY DID THAT. THERE  
19   WAS NOTHING THERE.

20

21   **SUP. YAROSLAVSKY:** WE JUST DID THAT A LITTLE WHILE AGO.

22

23   **SUP. MOLINA, CHAIR:** ALL RIGHT. SO THEN THAT TAKES CARE OF ALL  
24   OF THE ITEMS.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. KNABE:** 52 IS THE ONE WE TOOK THREE TO TWO.

2

3    **SUP. YAROSLAVSKY:** NOW WE CAN GET TO THE AGENDA.

4

5    **SUP. MOLINA, CHAIR:** ALL RIGHT. I JUST WANT TO-- ON OUR AGENDA,  
6    ITEM 46, JUST SO THAT YOU KNOW, IS BEING REFERRED BACK. ITEM  
7    NUMBER 46, WHICH WAS HELD FOR SUPERVISOR KNABE AND ANTONOVICH,  
8    IS BEING REFERRED BACK TO THE DEPARTMENT.

9

10   **SUP. KNABE:** OKAY.

11

12   **SUP. MOLINA, CHAIR:** ALL RIGHT. SO NOW WE CAN GO ON TO THE REST  
13   OF THE AGENDA.

14

15   **SUP. YAROSLAVSKY:** WHO'S UP FIRST?

16

17   **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH IS UP FIRST. DO YOU  
18   WANT TO PROCEED WITH YOUR ITEMS, SIR?

19

20   **SUP. ANTONOVICH:** TODAY, I WOULD LIKE TO MAKE SOME ADJOURNMENT  
21   MOTIONS. A VERY DEAR FRIEND, A GOOD POLICE OFFICER WHO PASSED  
22   AWAY, CAPTAIN VANCE PROCTOR, WHO WAS IN CHARGE, COMMANDING  
23   OFFICER OF THE VALLEY DEVONSHIRE DIVISION, DIED UNEXPECTEDLY  
24   AT KAISER HOSPITAL WITH AN APPENDECTOMY OPERATION. HE WAS 60  
25   YEARS OLD, 38-YEAR MEMBER OF THE DEPARTMENT, INVOLVED WITH ALL



**The Meeting Transcript of  
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1 OF THE VARIOUS COMMUNITY FUNCTIONS WITHIN THE SAN FERNANDO  
2 VALLEY, AND WAS A VERY DECENT MAN AND A VERY POSITIVE ROLE  
3 MODEL. HE LEAVES TWO CHILDREN, LISA AND TODD, AND HIS WIFE,  
4 LEANN. BUT HE WAS AN OUTSTANDING COMMUNITY SERVANT. ALSO,  
5 JUDGE WILLIAM DRAKE PASSED AWAY. HE WAS APPOINTED FIRST TO THE  
6 BENCH IN THE 1970S BY GOVERNOR RONALD REAGAN AND, BEFORE THAT,  
7 HE WAS A OFFICER WITH THE LOS ANGELES POLICE DEPARTMENT AND  
8 WORLD WAR II VETERAN. THE GREAT DISNEY WRITER AND DESIGNER FOR  
9 SUCH CLASSICS AS "DUMBO," "SNOW WHITE AND THE SEVEN DWARFS,"  
10 JOE GRANT PASSED AWAY AT THE AGE OF 96 AND HE WAS THE  
11 RECIPIENT OF THE RUBEN AWARD FROM THE NATIONAL CARTOONIST  
12 SOCIETY AND THE "ANI" AWARD FROM THE INTERNATIONAL ANIMATED  
13 FILM ASSOCIATION. MORE THAN 70 OF HIS CARICATURES ARE INCLUDED  
14 IN THE PERMANENT COLLECTION AT THE SMITHSONIAN INSTITUTE IN  
15 WASHINGTON, D.C. "BILL" WILLIAM O'BRIAN HINCKLEY, A LONG-TIME  
16 RESIDENT OF THE SAN MARINO-PASADENA AREA. HE WAS QUITE ACTIVE  
17 IN THE BOY SCOUTS OF AMERICA, SIERRA CLUB, L.A. BEAUTIFUL AND  
18 IN HIS CATHOLIC PARISH. HE SPENT 34 YEARS WITH C.B. COMMERCIAL  
19 REAL ESTATE. WILLIAM CONRON, STARTED WITH DOUGLAS AIRCRAFT IN  
20 1954 AND THEN BECAME A PART-TIME FIREFIGHTER UNDER THE  
21 LEADERSHIP OF HIS FATHER, CHIEF HAROLD CONRON, WHO WORKED ON  
22 MANY FILMS THAT TOOK HIM AROUND THE WORLD. HOWEVER, HE WAS  
23 ALSO A DEVOTED HUSBAND AND FATHER, BECAME INVOLVED WITH THE  
24 COMMUNITY-BASED POLICING WITH THE LOS ANGELES POLICE  
25 DEPARTMENT'S DEVONSHIRE DIVISION WHERE HE DONATED MANY HOURS.





The Meeting Transcript of  
The Los Angeles County Board of Supervisors

1 NANCY JEAN MCKAY, THE WIDOW OF THE GREAT FOOTBALL COACH, JOHN  
2 MCKAY, PASSED AWAY AT THE AGE OF 77 AND SHE LEAVES FOUR  
3 CHILDREN: RICH, JOHN, "J.K.," JUNIOR...

4

5 **SUP. KNABE:** YEAH, I'D LIKE TO JOIN IN THAT. ALL MEMBERS.

6

7 **SUP. ANTONOVICH:** PATRICIA KAHAN MIRISH, THE WIFE OF WALTER, A  
8 FRIEND OF OURS, WHO WAS QUITE ACTIVE IN OUR COMMUNITY'S  
9 CULTURAL AND PHILANTHROPIC ACTIVITIES. JANE KRESICH RINEAR,  
10 PASSED AWAY AT THE AGE OF 75. SHE WORKED FOR 40 YEARS AT THE  
11 UNIVERSITY OF SOUTHERN CALIFORNIA, THE LAST 13 YEARS WITH THE  
12 SCHOOL OF EDUCATION AS AN ASSOCIATE TO THE DEAN. SHE MET HER  
13 HUSBAND, STERLING, AT U.S.C. AND WAS A STRONG ADVOCATE OF THAT  
14 GREAT SCHOOL. SAM ROSS, PROMINENT TRANSPORTATION TRAFFIC  
15 CONSULTANT. HIS FIRM, CRAIN AND ASSOCIATES, PLAYED A MAJOR  
16 ROLE IN OUR SUCCESSFUL 1984 OLYMPICS AND THE LONG-RANGE PLAN  
17 DEVELOPMENT FOR THE FARMERS MARKET IN U.C.L.A. ARGIRO  
18 SKREPETOS, WHO EARNED HER DEGREE FROM BERKELEY AND TAUGHT AT  
19 MCCLATCHY SENIOR SCHOOL FOR OVER 20 YEARS AND ALSO TAUGHT AT  
20 WILSON JUNIOR HIGH AND GLENDALE COLLEGE AND SERVED ON THE  
21 SCHOOL BOARD AT ST. NICOLAS SCHOOL IN NORTHRIDGE. FORMER  
22 BATTALION CHIEF AND FIRE CHIEF AT J.P.L., AND THEN DIRECTOR OF  
23 SAFETY FOR UNITED STATES OPERATIONS OF BIMBO BAKERIES, SCOTT  
24 STRICKLAND, WHO PASSED AWAY. JACK THOMPSON, THE J-BAR RANCH,  
25 IN THE SUNLAND-TUJUNGA AREA, A BOARDING AND BREEDING HORSE



**The Meeting Transcript of  
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1 RANCH AND ALSO INVOLVED IN MANY COMMUNITY ACTIVITIES. ADELINE  
2 DOROTHY ZAPPA MCTERNAN TUCKER, THE GRANDMOTHER OF ONE OF MY  
3 EMPLOYEES IN THE ANTELOPE VALLEY, JESSICA FIGUEROA. SHE PASSED  
4 AWAY. AND SHE LEAVES HER FAMILY. MARIANNA CARPENTER WIECK.  
5 MARIANNA IS A LONG-TIME RESIDENT OF GLENDALE, ACTIVE IN THE  
6 REPUBLICAN PARTY ACTIVITIES SERVING AS A MEMBER OF THE STATE  
7 CENTRAL COMMITTEE FOR A NUMBER OF YEARS AND ON VARIOUS  
8 DELEGATIONS. LANE NAKANO WHO PASSED AWAY AT THE AGE OF 80. HE  
9 WAS LEAD AND CO-STARRING WITH VAN JOHNSON WITH THE 1951 MOVIE,  
10 "GO FOR BROKE!" HE WAS ALSO A WORLD WAR II VETERAN WHERE HE  
11 SERVED WITH THE 442ND REGIMENTAL COMBAT TEAM AND ALSO QUITE  
12 SUCCESSFUL IN THE ENTERTAINMENT FIELD. WILLIAM O'BRIAN  
13 HINCKLEY WE MENTIONED AND RALPH HURN, HEALTHCARE MANAGEMENT  
14 PIONEER, LONG TIME LOS ANGELES RESIDENT. HE WAS KNOWN AS THE--  
15 FOR HIS MANAGEMENT ORGANIZATIONS OF H.M.O'S, FOR HIS  
16 CONTRIBUTIONS FOR AFFORDABLE HEALTHCARE AND HE WAS SERVED AS  
17 THE C.E.O. OF A SUCCESSFUL MEDICAL GROUP IN BURBANK AS  
18 PRESIDENT OF THE LOS ANGELES MEDICAL ADMINISTRATORS  
19 ASSOCIATION, WEST DIVISION. MARY JOANNA MARQUARDT, 61 YEARS OF  
20 AGE-- PASSED AWAY. LEAVES HER HUSBAND OF 61 YEARS, MARK, HER  
21 SON, JAMES AND DAUGHTER, JEAN. ACTIVE IN THE ANTELOPE VALLEY,  
22 WHERE SHE OPERATED A SMALL BUSINESS. WILLIAM GEORGE MATHIESON  
23 OF-- AND CECIL SHIRAR, DIRECTOR-- MEMBER OF THE TOURNAMENT OF  
24 ROSES. CHARLES COVINGTON, RETIRED LOS ANGELES SHERIFF'S  
25 DEPUTY, AGE OF 78. HIS LAST ASSIGNMENT WAS WITH THE TEMPLE



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1 STATION BACK IN 1983. AND PAT CIMMARUSTI FROM LA CANADA. HE  
2 WAS ACTIVE IN THE AMERICAN LEGION AND ACTIVE BUSINESSMAN IN  
3 THAT COMMUNITY. SO THOSE ARE MY ADJOURNMENT MOTIONS.

4

5 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.

6

7 **SUP. ANTONOVICH:** I DON'T KNOW IF THERE WERE ANY ITEMS THAT  
8 WERE-- ITEM NUMBER 25. I HAD A-- ITEM 25, C.A.O.'S BUDGET  
9 REQUEST FOR THE COMING FISCAL YEAR. HE IS RECOMMENDING A 20-  
10 MILLION-DOLLAR FOR SEISMIC REPLACEMENT OF THE KENNETH HAHN  
11 HALL OF ADMINISTRATION BUT THERE'S NO URGENCY IN COMMITTING  
12 THESE FUNDS, IN MY OPINION, WHILE WE STILL HAVE MANY  
13 UNRESOLVED ISSUES RELATIVE TO THIS PROJECT. THE BOARD HAS YET  
14 TO DECIDE WHETHER TO REPAIR THE HALL OR BUILD A NEW BUILDING,  
15 LITIGATION BETWEEN THE COUNTY AND ITS INSURERS IS STILL  
16 PENDING, ALTHOUGH THE COUNTY WILL RECEIVE COMPENSATION FROM A  
17 PRIVATE DEVELOPER RELATIVE TO THE GRAND AVENUE PROJECT, A  
18 PORTION OF WHICH MAY BE COMMITTED TO THE HALL. THE DEVELOPER  
19 HAS YET TO SUBMITTED A DETAILED PLAN FOR THE BOARD'S REVIEW SO  
20 I WOULD MOVE THAT THE BOARD DIRECT THE C.A.O. TO RETAIN THE  
21 \$20 MILLION AND THE APPROPRIATION FOR A CONTINGENCY FUND.

22

23 **SUP. YAROSLAVSKY:** WHAT WAS THAT? THE LAST PART OF THAT? I  
24 COULDN'T HEAR IT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. ANTONOVICH:** THAT THE MONEY WOULD BE RETAINED AND THE  
2    APPROPRIATIONS FOR CONTINGENCY IN THE C.A.O.'S BUDGET.

3

4    **SUP. YAROSLAVSKY:** WHAT IS THAT?

5

6    **SUP. ANTONOVICH:** THAT'S HIS CONTINGENCY FUND.

7

8    **C.A.O. JANSSEN:** IT'S FOR RESERVE. YOU HAVE A MOTION FROM  
9    SUPERVISOR MOLINA, HOWEVER.

10

11   **SUP. MOLINA, CHAIR:** I HAD ASKED TO PUT IT IN HEALTH, HEALTH  
12   CONTINGENCY.

13

14   **SUP. KNABE:** MAYBE WE SHOULD JUST DEFER IT TO DELIBERATIONS,  
15   THEN.

16

17   **SUP. MOLINA, CHAIR:** I'M SORRY?

18

19   **C.A.O. JANSSEN:** NO, I'D RECOMMEND THAT YOU PUT IT IN ONE OF  
20   THE TWO CONTINGENCIES.

21

22   **SUP. ANTONOVICH:** LET'S GO.

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** ALL RIGHT. IS THERE A SECOND TO SUPERVISOR  
2    ANTONOVICH'S MOTION? IF NOT, THEN I'D LIKE TO MOVE MY MOTION.  
3    SECONDED BY MS. BURKE. ANY OBJECTION?

4

5    **SUP. ANTONOVICH:** YEAH, I OBJECT.

6

7    **SUP. MOLINA, CHAIR:** ALL RIGHT. WITH SUPERVISOR ANTONOVICH  
8    OBJECTING. ALL RIGHT. THAT TAKES CARE OF THAT ITEM.

9

10    **SUP. ANTONOVICH:** ITEM NUMBER 46.

11

12    **SUP. MOLINA, CHAIR:** 46. THAT'S ALREADY BEEN CONTINUED.

13

14    **SUP. ANTONOVICH:** IS THAT CONTINUED?

15

16    **SUP. MOLINA, CHAIR:** YES.

17

18    **SUP. ANTONOVICH:** WE HAD ASKED FOR THAT INFORMATION AND WE HAD  
19    NEVER RECEIVED IT AND WE WERE SUPPOSED TO HAVE RECEIVED IT  
20    AND, WHILE IT'S BEING CONTINUED, IT'S JUST TO POINT THAT THERE  
21    IS A TIME LINE. THIS WAS FIRST ON THE AGENDA BACK IN APRIL  
22    19TH, AND THEN WE CONTINUED IT TO THE 26TH OF APRIL AND NOW  
23    WE'RE GOING TO CONTINUE IT UNTIL THE 17TH OF MAY. THREE WEEKS  
24    AGO, WE HAD ASKED THIS INFORMATION RELATIVE TO THE ASSESSMENT  
25    NEEDS FOR THE THREE EMERGENCY SERVICE PHYSICIANS. OUR STAFF



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1 HAD CALLED VARIOUS PEOPLE IN THE DEPARTMENT TO FIND OUT  
2 WHETHER THE RESPONSE FOR THAT ITEM AND NO ONE WAS AVAILABLE OR  
3 KNEW THE STATUS OF THAT ITEM AND WE DID NOT RECEIVE ANY PROMPT  
4 INFORMATION RELATIVE TO THAT. AND THEN THEY GAVE THE BOARD ONE  
5 DAY TO REVIEW THE HEALTH DEPARTMENT REPORT, WHICH DOESN'T GIVE  
6 US TIME TO PREPARE, SO I UNDERSTAND WE'RE GOING TO CONTINUE IT  
7 BUT, AGAIN, THIS GOES ALL THE WAY BACK TO APRIL 19TH.

8

9 **SUP. MOLINA, CHAIR:** SO WHAT ARE YOU ASKING? ARE YOU ASKING...

10

11 **SUP. ANTONOVICH:** NO, I MEAN, JUST THE POINT, WE NEED TO  
12 DEVELOP AN EFFECTIVE SYSTEM OF PROVIDING TIMELY REPORTS TO THE  
13 BOARD WITH RESPONSES TO THE QUESTIONS THAT ARE RAISED WHEN WE  
14 RAISE THEM.

15

16 **SUP. MOLINA, CHAIR:** VERY GOOD. ALL RIGHT. SO THAT ITEM IS  
17 CONTINUED.

18

19 **SUP. KNABE:** JUST REFERRED BACK OR CONTINUE IT.

20

21 **SUP. MOLINA, CHAIR:** THAT'S WHAT I MEAN.

22

23 **SUP. ANTONOVICH:** THAT'S CONTINUED.

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** REFERRED BACK TO THE DEPARTMENT. I  
2    APOLOGIZE. I MENTIONED IT. OKAY.

3

4    **SUP. ANTONOVICH:** THERE WAS ITEM NUMBER 8. SOMEBODY HELD IT  
5    FROM THE PUBLIC.

6

7    **SUP. MOLINA, CHAIR:** YVONNE MICHELLE AUTRY AND ANTHONY BRAVO.  
8    PLEASE JOIN US. MR. BRAVO LEFT? ALL RIGHT. MISS AUTRY, IF YOU  
9    WOULD ALSO ADDRESS ITEM NUMBER 5, WE WOULD APPRECIATE IT.

10

11   **YVONNE MICHELLE AUTRY:** OKAY. THANK YOU SO MUCH FOR ANOTHER  
12   OPPORTUNITY TO ADDRESS THE BOARD AND FIRST, I'D LIKE TO START  
13   WITH ITEM NUMBER 5 IN CONSECUTIVE ORDER. I HAD ALREADY STATED  
14   THAT THERE SHOULD BE SOME TYPE OF GREATER OBSERVATION OR  
15   CONSIDERATION TAKEN FOR OUR CHILDREN AND ADULTS WHO HAVE BEEN  
16   DIAGNOSED, MANY HAVE BEEN MISDIAGNOSED, AS MENTALLY ILL. ALSO,  
17   PLEASE TAKE INTO CONSIDERATION OR PLEASE EXERCISE GREATER  
18   CONSIDERATION FOR THOSE WHO HAVE BEEN VICTIMS OF EXCESSIVE  
19   FORCE USED AND RESTRAINTS. TWO WEEKS AGO, I MENTIONED THAT I  
20   HAD A FRIEND WHOSE SON WAS HANGED AND, THROUGH AN  
21   INVESTIGATION, THEY SAID THAT HE WAS SO DEPRESSED THAT HE HUNG  
22   HIMSELF. IT WAS A YOUNG, BLACK MALE. AND I DOUBT THAT VERY  
23   SERIOUSLY AND SO DOES HIS MOTHER AND THE CITIZENS-- THE  
24   CITIZENS COMMISSION ON HUMAN RIGHTS, I BELIEVE, ARE STILL  
25   INVESTIGATING THAT MURDER. I'D ALSO LIKE TO BRING BEFORE YOU



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1 CONSIDERATIONS OF THESE CHILDREN WHO ARE CHARISMATICS AND  
2 GENIUSES AND WHO ARE DIFFICULT-- IT'S MORE DIFFICULT TO PLACE  
3 THEM. MANY OF THEM HAVE BEEN MISDIAGNOSED AND, AS A RESULT,  
4 HAVE BEEN MEDICATED, MISTREATED AND THEY'RE STIGMATIZED FOR  
5 THE REST OF THEIR LIVES. AS A RESULT OF THIS MISTREATMENT,  
6 MANY OF THEM BECOME WITHDRAWN. THEY SUFFER SYMPTOMS OF  
7 PSYCHOSIS, DEMENTIA AND SCHIZOPHRENIA BECAUSE OF THE DRUGS.  
8 IT'S A DRUG-INDUCED PSYCHOSIS, DEMENTIA AND SCHIZOPHRENIA. IT  
9 WAS NOT ENDEMIC. IT WAS NOT SOMETHING THAT THEY WERE BORN  
10 WITH. IT'S USUALLY BECAUSE THEY HAVE BEEN ABUSED,  
11 MISUNDERSTOOD AND MISTREATED. AND I ALSO WOULD LIKE TO DRAW  
12 YOUR ATTENTION TO MORE MILITARY EXPERIMENTS THAT ARE BEING  
13 PERFORMED ON OUR CHILDREN OF ALL NATIONALITIES. CHILDREN THAT  
14 ARE BEING IMPLANTED, HYPNOTIZED, DRUGGED, DEMONIZED FOR USE IN  
15 THE MILITARY IN THE FUTURE. IT'S MIND CONTROL AND  
16 MANIPULATION. ABOUT TWO MONTHS AGO, I TALKED ABOUT AN  
17 EXERCISE, AN EXPERIMENT IN MASS MANIPULATION AND MIND CONTROL  
18 AND I DO BELIEVE THIS IS HAPPENING. RELATIVE TO ITEM NUMBER 8,  
19 VERY QUICKLY, MIGHT I REQUEST AN EXTENSION OF TIME, MS.  
20 MOLINA? HELLO? MS. MOLINA? ARE YOU THERE? ARE YOU LISTENING?  
21 ARE YOU CONSCIOUS? I'M REQUESTING AN EXTENSION OF TIME,  
22 PLEASE, SO I CAN ADDRESS ITEM NUMBER 8 AS WELL. HELLO?

23

24 **SUP. MOLINA, CHAIR:** ADDRESS WHAT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **YVONNE MICHELLE AUTRY:** I'D LIKE TO REQUEST AN EXTENSION OF  
2 TIME SO I CAN ADDRESS ITEM NUMBER 8 AS WELL.

3

4 **SUP. MOLINA, CHAIR:** NO. YOU DO THEM ALL TOGETHER AT THE THREE  
5 TIMES. GO AHEAD.

6

7 **YVONNE MICHELLE AUTRY:** WELL, THAT WAS A WASTED FIVE OR 10  
8 SECONDS. RELATIVE TO ITEM...

9

10 **SUP. MOLINA, CHAIR:** I'LL LET YOU HAVE THEM.

11

12 **YVONNE MICHELLE AUTRY:** I'M SORRY?

13

14 **SUP. MOLINA, CHAIR:** I'LL LET YOU HAVE THE FIVE OR 10 SECONDS.

15

16 **YVONNE MICHELLE AUTRY:** OH, THANK YOU. YOU'RE MORE THAN  
17 GENEROUS. BUT THANK YOU VERY MUCH. QUICKLY. RELATIVE TO ITEM  
18 NUMBER 8. IT'S UNFORTUNATE THAT ANY CHILD WOULD LOSE ITS LIFE,  
19 ESPECIALLY WHILE IN THE CARE OF THE DEPARTMENT OF CHILDREN'S  
20 SERVICES. I'D LIKE TO ASK WHY THIS HAPPENED, WAS THERE  
21 NEGLIGENCE? WAS THERE ABUSE INVOLVED? WAS THERE MEDICATION  
22 INVOLVED? AND I THINK THEY SHOULD BE COMPLETELY, I MEAN,  
23 EXPOSED AND I HOPE THAT THERE IS AN INVESTIGATION THAT IS  
24 UNDER WAY SO IT DOESN'T OCCUR AGAIN. AND, AGAIN, FOR PARENTS  
25 WHO HAVE BEEN FALSELY ACCUSED, OKAY? AND WHEN OUR CHILDREN ARE



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1 PLACED IN HOMES THAT ARE MUCH MORE VIOLENT AND MUCH MORE  
2 DANGEROUS THAN THE BIOLOGICAL PARENTS' HOMES, IS THIS THE  
3 ALTERNATIVE? I MEAN, THIS IS WHAT HAPPENS. I'VE BEEN FALSELY  
4 ACCUSED. HOW CAN A CHILD IN THE DEPARTMENT'S CARE DIE? I MEAN,  
5 IF THEY'RE BEING CARED FOR, I'M SURE SOCIAL WORKERS ARE  
6 TRAINED, ARE THEY BEING SACRIFICED? IS IT INTENTIONAL?

7

8 **SUP. MOLINA, CHAIR:** DO YOU WANT TO SUMMARIZE, MISS AUTRY?

9

10 **YVONNE MICHELLE AUTRY:** AGAIN, I HOPE THAT YOU WOULD TAKE MY  
11 COMMENTS INTO CONSIDERATION. I WOULD HOPE THAT YOU WOULD USE  
12 YOUR MONEY TO PREVENT ANY EXPERIMENTATION, EXCESSIVE FORCE,  
13 EXCESSIVE RESTRAINTS THAT WOULD LEAD TO THE DRUGGING AND THE  
14 DEPRAVITY AND DEGENERATION OF A FUTURE GENERATION.

15

16 **SUP. MOLINA, CHAIR:** THANK YOU, MISS AUTRY. THAT ITEM IS BEFORE  
17 US. MOVED BY SUPERVISOR ANTONOVICH SECONDED BY SUPERVISOR  
18 KNABE. IF THERE'S NO OBJECTION, SO ORDERED ON ITEM NUMBER 5.

19

20 **CLERK VARONA-LUKENS:** BOTH ITEMS? THAT WAS 5 AND 8?

21

22 **SUP. MOLINA, CHAIR:** YES.

23

24 **SUP. ANTONOVICH:** THEN I WOULD LIKE TO HAVE A MOTION APPROVED  
25 TODAY RELATIVE TO A OFFER OF A REWARD. DESPITE A \$2 MILLION



**The Meeting Transcript of  
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1 BAIL ON TUESDAY, MAY 3RD, INMATE ALPHONSO FITZGERALD TAYLOR  
2 ESCAPED FROM THE CRIMINAL COURTS BUILDING BY CHANGING HIS  
3 CLOTHING INTO A WHITE SUIT TO DISGUISE HIMSELF AS A RELEASED  
4 INMATE. HE'S DESCRIBED AS A 41 YEAR OLD MALE, 6'4", 220  
5 POUNDS. PREVIOUSLY CONVICTED OF BURGLARIES, ASSAULT OF A  
6 POLICE OFFICER, AND GRAND THEFT AUTO. HE WAS BEING HELD FOR A  
7 KIDNAPPING AND ROBBERY IN SANTA MONICA, WHICH WOULD HAVE MADE  
8 HIM A THIRD STRIKER. THE SHERIFF'S DEPARTMENT IS SEEKING  
9 ASSISTANCE FROM ANYONE WHO MAY HAVE INFORMATION TO LEAD TO HIS  
10 ARREST, SO I WOULD MOVE THAT WE APPROVE A \$10,000 REWARD ON  
11 THAT.

12

13 **SUP. YAROSLAVSKY:** SECOND.

14

15 **SUP. ANTONOVICH:** THEN THE FINAL POINT. TODAY-- I SHOULD SAY WE  
16 RECEIVED THE REPORT FROM THE SHERIFF AND DR. FIELDING AND DR.  
17 GARTHWAITE RELATIVE TO THE M.R.S.A. OUTBREAK IN OUR JAILS AND  
18 THE NUMBER OF INFECTIONS CONTINUES TO ESCALATE. IT WENT FROM  
19 921 IN 2002 TO 1,849 IN 2003 TO 2,462 IN 2004, BUT, THIS YEAR,  
20 THE TOTAL CASES HAS INCREASED OVER THE FIRST QUARTER TO 609  
21 CASES COMPARED TO 560 CASES THE PREVIOUS YEAR. AND, AGAIN,  
22 GOING BACK TO REQUIRING DAILY SHOWERS IS-- HAS TO BE, ONCE  
23 AGAIN, CONSIDERED WITH THE CONTINUED INCREASE IN THIS TYPE OF  
24 OUTBREAK IN OUR JAILS BECAUSE NOT ONLY IMPACT THE INMATES, IT  
25 ALSO IMPACTS THE STAFF AND THE VISITORS AND MEDICAL AND OTHER



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1 PERSONNEL WHO GO INTO THOSE PENAL FACILITIES WHO CAN CATCH  
2 THIS CONTAGIOUS DISEASE. SO, MR. JANSSEN, PERHAPS YOU COULD  
3 GIVE US AN UPDATE ON ADDITIONAL RESOURCES WE NEED TO ATTRACT  
4 THE-- TO ADDRESS THE M.R.S.A. EPIDEMIC. THAT'S ALL. THANK YOU.

5

6 **SUP. MOLINA, CHAIR:** ALL RIGHT. ON THE ADJOURNMENTS, I'M ASKING  
7 ALL FIVE MEMBERS TO JOIN IN MEMORY OF LOS ANGELES COUNTY  
8 FEDERATION OF LABOR EXECUTIVE SECRETARY TREASURER MIGUEL  
9 CONTRERAS, WHO PASSED AWAY SUDDENLY LAST FRIDAY. ALL OF US  
10 WERE DEEPLY SHOCKED AND SADDENED BY MIGUEL'S SUDDEN PASSING.  
11 MIGUEL WAS A LEADING FORCE IN THE LABOR COMMUNITY AND HIS  
12 GUIDANCE AND LEADERSHIP HAD A MAJOR IMPACT ON THOUSANDS OF OUR  
13 COUNTY WORKERS. MIGUEL GREW UP IN CALIFORNIA'S CENTRAL VALLEY,  
14 THE SUN OF FARM WORKERS WHO JOINED THE UNITED FARM WORKERS'  
15 STRUGGLE IN THE 1960S. HE THEN BEGAN ORGANIZING WORKERS IN  
16 NORTHERN CALIFORNIA AND EVENTUALLY JOINED THE INTERNATIONAL  
17 HOTEL AND RESTAURANT EMPLOYEES UNION IN THE LATE 1980S. IN  
18 1994, MIGUEL JOINED THE COUNTY'S FEDERATION OF LABOR AS ITS  
19 POLITICAL DIRECTOR, THEN TOOK THE HELM IN 1996. SINCE THAT  
20 TIME, UNION MEMBERSHIP HAS GROWN FROM 100,000 TO NEARLY 1  
21 MILLION MEMBERS. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES TO  
22 HIS WIFE, RESPECTED LEADER, MARIE ELANA DURAZO, WHO IS ALSO  
23 DEEPLY COMMITTED AND A RENOWNED LEADER IN HER OWN RIGHT AND WE  
24 WANT TO EXPRESS OUR HEARTFELT CONDOLENCES TO THEIR CHILDREN





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND MIGUEL'S EXTENDED FAMILY AS WELL AS HIS FRIENDS AND  
2 COLLEAGUES.

3

4 **SUP. KNABE:** IF I COULD BE ON THAT AS WELL.

5

6 **SUP. MOLINA, CHAIR:** YES. WE'RE ASKING ALL MEMBERS TO JOIN WITH  
7 US ON THAT. IN LIGHT OF THAT, I HAVE A MOTION THAT I'D LIKE TO  
8 READ IN. ON FRIDAY, MAY 6TH, AFTER THE CLOSE OF BUSINESS AND  
9 AFTER THE POSTING OF THE AGENDA, WE RECEIVED WORD THAT MIGUEL  
10 CONTRERAS HAD TRAGICALLY PASSED AWAY THAT EVENING. AS WE KNOW,  
11 MIGUEL CONTRERAS WAS THE EXECUTIVE SECRETARY TREASURER OF THE  
12 L.A. COUNTY FEDERATION OF LABOR, AN UMBRELLA ORGANIZATION  
13 REPRESENTING OVER 345 LOCAL UNIONS. FUNERAL SERVICES FOR  
14 MIGUEL CONTRERAS WILL BE HELD AT 2:00 P.M. ON THURSDAY, MAY  
15 THE 12TH, AT THE CATHEDRAL OF OUR LADY OF THE ANGELS. AND A  
16 REQUEST FOR PARKING HAS BEEN MADE. I THEREFORE MOVE THAT THE  
17 BOARD OF SUPERVISORS DETERMINE, PURSUANT TO GOVERNMENT CODE  
18 SECTION 54952.2, SECTION B, SECTION 2, THAT THERE IS A NEED TO  
19 TAKE IMMEDIATE ACTION AND THAT THE NEED FOR ACTION CAME TO THE  
20 ATTENTION OF THE BOARD SUBSEQUENT TO THE AGENDA BEING POSTED  
21 AS SPECIFIED IN SUBDIVISION A OF SECTION 54954.2. I FURTHER  
22 MOVE THAT THE COUNTY WAIVE THE PARKING FEES FOR LOT NUMBER 14  
23 FOR UP TO 500 CARS OF PERSONS ATTENDING THE FUNERAL SERVICES  
24 FOR MIGUEL CONTRERAS ON MAY THE 12TH AT 2:00. SO, IF THERE IS  
25 NO OBJECTION, SO ORDERED ON THAT AMENDMENT. I'D ALSO ASK THAT



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1 WE ADJOURN IN THE MEMORY OF HELEN DE LEON, THE BELOVED WIFE OF  
2 FORMER COUNTY OMBUDSMAN, RUDY DE LEON, MANY OF US HAVE WORKED  
3 CLOSELY WITH RUDY. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES  
4 TO RUDY AND HIS ENTIRE FAMILY.

5

6 **SUP. ANTONOVICH:** ADD ME TO THAT.

7

8 **SUP. KNABE:** YEAH, I THINK ALL MEMBERS. I HAD THAT MOTION AS  
9 WELL, TOO.

10

11 **SUP. MOLINA, CHAIR:** ALL RIGHT. LET'S ADD ALL MEMBERS ON THAT.  
12 I'M ALSO ASKING THAT WE ADJOURN IN THE MEMORY OF ARMY STAFF  
13 SERGEANT JUAN DE DIOS GARCIA-ARANA FROM LOS ANGELES, WHO WAS  
14 TRAGICALLY KILLED IN ACTION WHILE SERVING OUR COUNTRY IN IRAQ.  
15 SERGEANT GARCIA-ARANA WAS A MEMBER OF THE UNITED STATES ARMY,  
16 FIFTH BATTALION, FIFTH AIR DEFENSE ARTILLERY REGIMENT, SECOND  
17 DIVISION INFANTRY. HE IS SURVIVED BY HIS WIFE, GUADALUPE,  
18 THEIR ONE-YEAR-OLD SON, HIS PARENTS AND THREE SIBLINGS. WE  
19 WANT TO EXTEND OUR DEEPEST CONDOLENCES TO HIS FAMILY AND  
20 FRIENDS. AND, FINALLY, I ASK THAT WE ADJOURN IN THE MEMORY OF  
21 THE HONORABLE FRANK HAYDN GREINKE, THE HONORABLE CONSUL-  
22 GENERAL FOR THE REPUBLIC OF GEORGIA. FRANK WAS THE PRESIDENT  
23 AND C.E.O. OF THE SOUTHERN COUNTY'S OIL COMPANY AND WAS ALSO  
24 ACTIVE IN SOUTHERN CALIFORNIA POLITICS SERVING IN THE PAST AS  
25 COUNCILMAN AS WELL AS MAYOR OF TUSTIN. HE HAS ALSO DEVOTED HIS



**The Meeting Transcript of  
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1 PERSONAL TIME TO BRINGING FREE MARKET CONDITIONS TO SEVERAL  
2 NATIONS, INCLUDING THE REPUBLIC OF LAOS AND THE REPUBLIC OF  
3 GEORGIA. IN AUGUST 2004, HE BECAME THE HONORARY CONSUL GENERAL  
4 OF GEORGIA AND WAS A RESPECTED MEMBER OF THE LOS ANGELES  
5 CONSULAR CORPS. WE WANT TO EXTEND OUR DEEPEST CONDOLENCES TO  
6 HIS WIFE, MARGARET, AND HIS ENTIRE FAMILY.

7

8 **SUP. KNABE:** I'D LIKE TO BE ON THAT, TOO.

9

10 **SUP. MOLINA, CHAIR:** AND, YEAH, WE'D LIKE TO ALL MEMBERS TO  
11 JOIN US ON THAT ADJOURNMENT. THAT ENDS MY ADJOURNMENTS. I HAVE  
12 AN AMENDMENT TO ITEM NUMBER 32 AND I HAVE NO IDEA WHY IT'S NOT  
13 ON OUR-- OKAY, SOMEBODY MESSED UP MY-- AND THIS IS BY  
14 SUPERVISOR BURKE AND MYSELF. THESE ARE, AGAIN, THE ISSUES OF  
15 RECOMMENDATIONS THAT HAVE BEEN MADE BY THE DEPARTMENT WITH  
16 REGARD TO FUNDING RECOMMENDATIONS FROM THE CALWORKS  
17 STAKEHOLDERS AND TO COMMEND THEIR COMMITMENT FOR THE PROCESS  
18 OVER THE LAST SEVERAL YEARS, WE BELIEVE THAT TWO OF THE  
19 PROGRAMS FOR WHICH THE STAKEHOLDERS HAVE NOT RECOMMENDED  
20 FUNDING IN F.Y. 2005/2006 DESERVE TO BE SUSTAINED NEXT FISCAL  
21 YEAR. ONE OF THEM IS THE CHILDCARE TRAINING INSTITUTE WHICH  
22 WAS IMPLEMENTED IN MAY OF 1999 TO INCREASE THE AVAILABILITY OF  
23 QUALITY CHILDCARE IN AREAS OF THE COUNTY WHERE THERE'S A HIGH  
24 CONCENTRATION OF FAMILIES RECEIVING CALWORKS. SO, THROUGH  
25 SEPTEMBER 2004, OVER 21,000 PEOPLE ATTENDED OVER 740 WORKSHOPS



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1 IN A VARIETY OF CHILDCARE RELATED SUBJECTS. THIS PROJECT HAS  
2 HAD SUCCESSFUL OUTCOMES, AS NOTED IN THE RECENT REPORT. BASED  
3 ON THESE OUTCOMES, WE CONTINUE TO SUPPORT FUNDING FOR CCTI IN  
4 F.Y. 2005/2006. WITH RESPECT TO CALWORKS COORDINATION SERVICE  
5 PROVIDED BY LAUSD AUDIT SCHOOLS AND REGIONAL OCCUPATIONAL  
6 CENTERS AND PROGRAMS, AN AVERAGE OF 1,600 CALWORKS  
7 PARTICIPANTS HAVE SERVED MONTHLY SINCE JULY OF 2003. THESE  
8 SERVICES ENSURE THE PARTICIPANTS ARE ENROLLED ACCORDING TO  
9 THEIR WELFARE-TO-WORK EMPLOYMENT PLANS. WE THEREFORE MOVE THAT  
10 THE BOARD ALLOCATE \$550,000 IN P.I.N.C.C. TO SUSTAIN THE  
11 CHILDCARE TRAINING INSTITUTE IN F.Y. 2005/2006 AND DELEGATE  
12 AUTHORITY TO THE DIRECTOR OF PUBLIC SOCIAL SERVICES TO EXTEND  
13 THE CONTRACT WITH L.A.C.O.E. FOR CCTI THROUGH JUNE 30TH OF  
14 2006 AND TO REDUCE THE AMOUNT OF P.I.N.C.C. FOR TRANSITIONAL  
15 SUBSIDIZED EMPLOYMENT IN F.Y. 2005/2006 BY \$550,000 AND  
16 INSTRUCT THE DIRECTOR OF PUBLIC SERVICES TO ALLOCATE THE  
17 ADDITIONAL 550,000 IN CALWORKS, SINGLE ALLOCATION FUNDS FOR  
18 TRANSITIONAL SUBSIDIZED EMPLOYMENT. AND, FINALLY, TO INSTRUCT  
19 THE DIRECTOR OF PUBLIC SOCIAL SERVICES TO ALLOCATE \$2 MILLION  
20 IN CALWORKS SINGLE ALLOCATION FUNDING FOR F.Y. 2005 TO SUSTAIN  
21 THE CONTRACT WITH THE LOS ANGELES UNIFIED SCHOOL DISTRICT AND  
22 THE LOS ANGELES COUNTY OFFICE OF EDUCATION FOR CALWORKS ADULT  
23 SCHOOL R.O.C.P. COORDINATION SERVICES WITH DELEGATE AUTHORITY  
24 TO PUBLIC-- TO THE DIRECTOR OF PUBLIC SOCIAL SERVICES TO



**The Meeting Transcript of  
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1 EXTEND THIS CONTRACT THROUGH JUNE 30TH, 2006. THAT IS A MOTION  
2 THAT IS MADE BY MYSELF AND...

3

4 **SUP. YAROSLAVSKY:** MADAM CHAIR...

5

6 **SUP. KNABE:** MADAM CHAIR, I ALSO HAVE AN AMENDMENT TO THAT  
7 RECOMMENDATION AS WELL, TOO, ON 62.

8

9 **SUP. MOLINA, CHAIR:** ALL RIGHT BUT SUPERVISOR YAROSLAVSKY WAS  
10 FIRST.

11

12 **SUP. YAROSLAVSKY:** I'D LIKE TO UNDERSTAND THIS. I'M SORRY. I  
13 WAS NOT PREPARED FOR THIS. I WAS NOT AWARE OF THE MOTION  
14 COMING IN. I DON'T KNOW WHAT THIS DOES.

15

16 **SUP. MOLINA, CHAIR:** WHAT IT DOES IS IT FUNDS TWO PROGRAMS THAT  
17 WERE NOT RECOMMENDED. <LAUGHS>

18

19 **SUP. YAROSLAVSKY:** I KNOW IT DOES THAT. BUT I DON'T KNOW WHERE  
20 THE MONEY IS COMING FROM, I DON'T KNOW WHETHER WE'RE  
21 CIRCUMVENTING A PROCESS, WHICH APPEARS TO BE THE CASE, THERE  
22 WAS A STAKEHOLDERS PROCESS, I'M READING JUST FROM YOUR OWN  
23 MOTION, AND THEY DIDN'T RECOMMEND THE AGENCIES. I MEAN, THIS  
24 SOUNDS-- SOUNDS TO ME LIKE-- WE TRY NOT TO DO THAT, BUT...

25



**The Meeting Transcript of  
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1   **SUP. MOLINA, CHAIR:** WE TRY NOT TO DO THAT, THAT'S CORRECT. BUT  
2   IT HAS BEEN RECOMMENDED. I THINK A LOT OF THE STAFF GOT  
3   TOGETHER AND DECIDED THEY...

4

5   **SUP. YAROSLAVSKY:** WELL, I CAN'T REACH MY STAFF AND THAT'S...

6

7   **SUP. MOLINA, CHAIR:** I'M SORRY?

8

9   **SUP. YAROSLAVSKY:** I CAN'T REACH MY STAFF, THEY MAY KNOW ABOUT  
10   IT. SO COULD WE HOLD THIS FOR A BIT AND GET ONTO OTHER ITEMS?

11

12   **SUP. MOLINA, CHAIR:** SURE.

13

14   **SUP. KNABE:** CAN I PUT MY AMENDMENT ON THE TABLE AS WELL, TOO,  
15   ON ITEM 62.

16

17   **SUP. MOLINA, CHAIR:** SURE, LET'S DO THAT.

18

19   **SUP. KNABE:** THE STAKEHOLDERS RECOMMENDATIONS INCLUDE 250,000  
20   PER YEAR FOR TWO YEARS FOR A CONTRACT WITH THE LOS ANGELES  
21   COMMUNITY COLLEGE DISTRICT TO INSTITUTIONALIZE THROUGHOUT THE  
22   COUNTY'S COMMUNITY COLLEGES INNOVATED LIMITED ENGLISH  
23   PROFICIENT EDUCATION AND TRAINING PROGRAMS FOR WHICH THE  
24   COUNTY HAS PROVIDED SEED FUNDING. WE NEED TO ENSURE THAT THE  
25   INTENDED RESULTS ARE ACHIEVED THROUGH THE ALLOCATION OF THESE





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1 FUNDS. SO I WOULD MOVE, THROUGH THIS AMENDMENT, ONE, THAT WE  
2 INSTRUCT THE DIRECTOR OF PUBLIC SOCIAL SERVICE TO SUBMIT TO  
3 THE BOARD, BY MAY 31ST OF THIS YEAR, A SPECIFIC PLAN FOR THE  
4 UTILIZATIONS OF THIS 250,000 FOR '05/'06, INCLUDING THE  
5 PERFORMANCE GOALS AND TO REFRAIN FROM EXECUTING THE CONTRACT  
6 UNTIL JUNE 15TH IN CASE ANY MEMBER OF THIS BOARD HAS ANY  
7 QUESTIONS OR CONCERNS REGARDING THE PLAN. TWO, HOLD IN  
8 ABEYANCE THE 250,000 RECOMMENDED IN '06/'07. AND, THREE,  
9 INSTRUCTOR THE DIRECTOR OF PUBLIC SOCIAL SERVICE TO REPORT TO  
10 THE BOARD BY MAY 31ST OF '06 ON THE RESULTS OF THIS EFFORT  
11 DURING THE '05/'06 AND RECOMMEND WHETHER THE 250,000 THAT WE  
12 ARE HOLDING IN ABEYANCE SHOULD BE ALLOCATED TO CONTINUE THIS  
13 CONTRACT WITH L.A.C.C.D. SO I'LL PUT THAT AMENDMENT ON THERE.

14

15 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'LL PUT THAT ON THERE AS WELL  
16 AND WE WILL HOLD THAT ITEM. I THINK THAT THE LAST ITEM I HAVE  
17 IS A JOINT MOTION, AGAIN, WITH MS. BURKE, ON THE LIBRARY  
18 ISSUE. WHY DON'T WE CALL THAT ITEM. WHAT ITEM WAS IT?

19

20 **SUP. BURKE:** 60.

21

22 **SUP. MOLINA, CHAIR:** 60. LET'S DO THAT ONE. NO. YES. DO YOU  
23 WANT TO READ THE MOTION IN? DO YOU HAVE IT?

24



**The Meeting Transcript of  
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1   **SUP. BURKE:** I HAVE IT HERE. THIS IS A MOTION TO INCREASE THE  
2   AMOUNT OF THE CONTRACT WITH P.D.Q. FROM \$100,000 TO \$300,000  
3   BUT, IN LIGHT OF THE CRITICAL NEED TO HAVE FULLY STAFFED  
4   LIBRARIES-- A FULLY STAFFED LIBRARY SYSTEM FOR THE BENEFIT OF  
5   CHILDREN AND ADULTS ALIKE THAT DEPEND ON NEEDED SERVICES, IT'S  
6   IMPERATIVE THAT THE BOARD TAKE ALL STEPS NECESSARY TO ENSURE  
7   SMOOTH AND EFFICIENT STAFFING AT OUR COUNTY LIBRARIES.  
8   THEREFORE, WE MOVE THAT THE BOARD OF SUPERVISORS DIRECT THE  
9   COUNTY LIBRARIAN TO WORK WITH THE DEPARTMENT OF HUMAN  
10   RESOURCES AND CONDUCT AN ANALYSIS ON FACTORS THAT MAY BE  
11   CONTRIBUTING TO LIBRARIAN RECRUITMENT DIFFICULTIES IN THE  
12   COUNTY LIBRARY AND REPORT BACK TO THE BOARD IN TWO WEEKS. WE  
13   FURTHER MOVE THAT THE BOARD OF SUPERVISORS CONTINUE THE ITEM  
14   FOR TWO WEEKS AND DIRECT THE COUNTY LIBRARIAN AND DEPARTMENT  
15   OF HUMAN RESOURCES TO REVIEW CURRENT AND PROJECTED LIBRARY  
16   VACANCIES IN THE DEPARTMENT AND REPORT BACK TO THE BOARD IN  
17   TWO WEEKS.

18

19   **SUP. MOLINA, CHAIR:** THAT ITEM IS SECONDED BY MYSELF. IS THERE  
20   ANY QUESTION OR COMMENT ON THAT ITEM? OKAY. IF THERE'S NO  
21   OBJECTION, SO ORDERED ON ITEM NUMBER 60. ALL RIGHT. THAT  
22   CONCLUDES MY SPECIALS. MS. BURKE, YOURS.

23

24   **SUP. BURKE:** ALL RIGHT. I MOVE THAT, WHEN WE ADJOURN TODAY, WE  
25   ADJOURN IN MEMORY OF TOMMY EDWARD SCOTT, WHO PASSED AWAY ON



**The Meeting Transcript of  
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1 APRIL 27TH AT THE AGE OF 35. HE WAS THE FIRST LAX AIRPORT  
2 POLICE OFFICER TO BE KILLED IN THE LINE OF DUTY IN ITS  
3 HISTORY. HE WAS BORN AND RAISED IN LOS ANGELES, ATTENDED  
4 DORSEY HIGH SCHOOL AND JOINED THE LAX AIRPORT POLICE IN 2001.  
5 HE DIED TRYING TO REGAIN CONTROL OF A PATROL CAR AFTER A  
6 PEDESTRIAN TOOK THE CRUISER. HE LEAVES TO CHERISH HIS MEMORY,  
7 HIS FATHER, HUBERT SCOTT, STEPMOTHER, JOANNE CARTER AND A  
8 BROTHER, HUBERT SCOTT, JR. AND MRS. WILLIE MAE BROWN, WHO  
9 PASSED AWAY MAY 1ST AFTER A LONG ILLNESS. SHE WAS A LONG-TIME  
10 RESIDENT OF THE SECOND DISTRICT AND LEAVES TO CHERISH HER  
11 MEMORY HER HUSBAND, TED BROWN, A DAUGHTER, MARY E. BROWN AND  
12 HER SON, ROGER E. BROWN. AND BEVERLY ANNETTE THOMAS WHO PASSED  
13 AWAY OF BREAST CANCER. SHE WAS EMPLOYED WITH L.A. COUNTY FOR  
14 25 YEARS. SHE WORKED AS SECRETARY 3 FOR THE D.C.F.S. WEST LOS  
15 ANGELES REGIONAL OFFICE. SHE WAS A POWERFUL STABILIZING FORCE  
16 THAT SUPPORTED ADMINISTRATIVE CHILD WELFARE DAILY OPERATIONS.  
17 THE DEPARTMENT AND HER COLLEAGUES WILL ALWAYS CHERISH HER  
18 EXTRAORDINARY DEDICATION AND OUTSTANDING CONTRIBUTION. SHE'S  
19 SURVIVED BY FOUR DAUGHTERS: TRACY RUBEN, DANIELLE THOMAS,  
20 MICHELLE JOHNSON AND SIDNEY CHERRY. AND WHITNEY ARSENAULT,  
21 LONG TIME RESIDENT OF THE SECOND DISTRICT WHO LEAVES HIS FOUR  
22 CHILDREN: JOYCE ARCENEUX SMITH, WHITNEY ARCENEUX JR.,  
23 LILLIAN DECOUD, AND BRENNA MAY PORTER. AND HE WAS A LONG-TIME  
24 RESIDENT OF THE SECOND DISTRICT AND HIS CHILDREN HAVE BEEN  
25 ACTIVE AT U.C.L.A. AND THROUGHOUT THE COMMUNITY. FINALLY,



**The Meeting Transcript of  
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1 JAMES "JIMMY" RIVERS, WHO PASSED AWAY MAY 9TH, 2005. HE WOULD  
2 HAVE BEEN 63 ON THURSDAY. HE WAS A PLAYGROUND DIRECTOR SINCE  
3 1974 AND CURRENT BOARD MEMBER AND SECRETARY TREASURER OF THE  
4 SUGAR RAY ROBINSON YOUTH FOUNDATION. HE WAS A RETIRED TEACHER  
5 WITH LAUSD. HE LEAVES HIS WIFE AND FOUR CHILDREN. I'D LIKE TO  
6 BRING UP ITEM NUMBER 55 AND ASK...

7

8 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.

9

10 **SUP. BURKE:** ...IS DR. SOUTHARD STILL HERE? I HAVE NO QUESTION  
11 BUT THAT WE NEED THIS SYSTEM AND IT'S VERY IMPORTANT. WHAT I'M  
12 CONCERNED ABOUT IS THE PROCESS. THIS IS A SOLE-SOURCE CONTRACT  
13 AND I WONDER HOW THIS BECAME A SOLE-SOURCE CONTRACT, WHETHER  
14 THERE WAS ANY R.F.P.? IS THIS THE ONLY COMPANY THAT HAS THIS  
15 CAPABILITY OR HOW DO WE GET TO THIS POINT?

16

17 **MARVIN J. SOUTHARD:** MARV SOUTHARD, DEPARTMENT OF MENTAL  
18 HEALTH. SUPERVISOR, THIS CONTRACT IS NOT FOR THE SYSTEM  
19 ITSELF, IT'S THE PREPARATION OF A REVENUE ENHANCEMENT UNIT  
20 WITHIN THE DEPARTMENT OF MENTAL HEALTH. AND THE REASON THAT WE  
21 DID THE SOLE SOURCE WAS FOR TWO REASONS: ONE, BECAUSE OF THE  
22 URGENCY OF THE PROBLEM. OUR ESTIMATE IS THAT WE'RE LOSING  
23 REVENUE THAT WE OUGHT TO BE ABLE TO CAPTURE FROM MEDI-CAL AND  
24 OTHER SOURCES IF WE HAD THE RIGHT BENEFITS ESTABLISHMENT AND  
25 PROCEDURES IN PLACE AND THE WAY THAT THE MEDI-CAL WORKS IS,



**The Meeting Transcript of  
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1 AFTER SIX MONTHS, YOU CANNOT COLLECT THE MONEY. SO AFTER SIX  
2 MONTHS FROM SERVICE DATE, YOU CAN'T COLLECT THE RESOURCES, SO  
3 THAT EVERY-- AS TIME GOES BY, MONEY IS IRREVOCABLY LOST, SO IT  
4 WAS OUR INTENTION TO MOVE FORWARD AS QUICKLY AS POSSIBLE. THIS  
5 GROUP HAD A-- HAD BEEN ON THE-- THE C.I.O.'S AND THE C.A.O.'S  
6 APPROVED VENDOR LIST. WE HAD USED THEM PREVIOUSLY TO FORMULATE  
7 OUR BUSINESS AUTOMATION PLAN AND A REVIEW OF OUR SYSTEM  
8 EARLIER, SO THEY WERE FAMILIAR WITH OUR ORGANIZATION AND ARE  
9 PREPARED, THEN, TO TAKE ACTION IMMEDIATELY, WHICH WE THOUGHT  
10 WAS ESSENTIAL IN THIS CASE. WE CONSULTED WITH THE AUDITOR-  
11 CONTROLLER AND THE C.A.O. AS WE ENGAGED IN THIS PROCESS TO  
12 MAKE SURE THAT WE WERE DOING IT IN THE PROPER WAY.

13

14 **SUP. BURKE:** ALL RIGHT. WELL, I CAN UNDERSTAND THAT. I THINK  
15 THAT WE'RE-- IF AT ALL POSSIBLE, IT REALLY HELPS IF YOU DO AT  
16 LEAST A REQUEST FOR QUALIFICATION SO THAT PEOPLE WHO MIGHT BE  
17 INTERESTED IN BIDDING AT LEAST HAVE SOME OPPORTUNITY. BUT I  
18 CAN UNDERSTAND THAT THIS WAS IMPORTANT AND THAT WE GO FORWARD  
19 WITH IT. SO I HAVE NO OBJECTION TO IT BUT IT DOES CAUSE  
20 CONCERN.

21

22 **MARVIN J. SOUTHARD:** YES, SUPERVISOR.

23

24 **SUP. BURKE:** I'LL MOVE IT THOUGH.

25



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1    **SUP. YAROSLAVSKY:** SECOND.

2

3    **SUP. MOLINA, CHAIR:** ALL RIGHT AND THAT ITEM WAS?

4

5    **SUP. BURKE:** 55.

6

7    **SUP. MOLINA, CHAIR:** MOVED AND SECONDED. NO OBJECTION. SO  
8    ORDERED.

9

10    **SUP. BURKE:** I HAVE ANOTHER ITEM THAT WAS BEING HELD BY A  
11    MEMBER OF THE PUBLIC AND I...

12

13    **SUP. YAROSLAVSKY:** I'M OKAY ON 62, IF YOU WANT TO TAKE THAT UP.

14

15    **SUP. BURKE:** I'LL CALL UP 13. ON 62? I THOUGHT WE DID 62.

16

17    **SUP. MOLINA, CHAIR:** I JUST DID...

18

19    **SUP. YAROSLAVSKY:** YOU HELD IT SO THAT I COULD GET SOME  
20    CLARIFICATION.

21

22    **SUP. BURKE:** OH, YOU'RE OKAY WITH 62?

23





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** IS THAT WITH MR. KNABE'S AMENDMENT, AS  
2    WELL? WITH MR. KNABE'S AMENDMENT? ALL RIGHT. AS 62, AS AMENDED  
3    BY MYSELF, MS. BURKE AND SUPERVISOR KNABE.

4

5    **SUP. BURKE:** OKAY. I'LL MOVE IT.

6

7    **SUP. MOLINA, CHAIR:** NO OBJECTION. SO ORDERED.

8

9    **SUP. BURKE:** OKAY. IT WAS NUMBER 13 THAT WAS HELD FOR A MEMBER  
10    OF THE PUBLIC.

11

12    **SUP. MOLINA, CHAIR:** ALL RIGHT. ITEM NUMBER 13. CELES KING. IS  
13    MR. KING STILL HERE? HE'S NO LONGER HERE. DO YOU HAVE ANY  
14    QUESTION OR COMMENT, MS. BURKE?

15

16    **SUP. BURKE:** NO. I'LL MOVE IT.

17

18    **SUP. MOLINA, CHAIR:** OKAY. IT'S BEEN MOVED BY MS. BURKE.  
19    SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO  
20    ORDERED.

21

22    **SUP. BURKE:** I'LL CALL UP NUMBER 11, IF THAT HASN'T ALREADY  
23    BEEN HEARD. ALSO HELD FOR A MEMBER OF THE PUBLIC.

24

25    **SUP. MOLINA, CHAIR:** MR. BAXTER?



**The Meeting Transcript of  
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1  
2 **PETER BAXTER:** MADAM CHAIR, MEMBERS OF YOUR HONORABLE BOARD,  
3 MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS PETER BAXTER AND  
4 I LIVE IN LOS ANGELES. IT IS RESPECTFULLY SUBMITTED THAT THIS  
5 AGENDA ITEM PROCLAIMS THE WEEK OF MAY 8 THROUGH 14 AS BUILDING  
6 SAFETY WEEK THROUGHOUT LOS ANGELES COUNTY. ON JANUARY 18,  
7 2005, FIRE CHIEF P. MICHAEL FREEMAN WROTE A LETTER TO ME AT  
8 THE REQUEST OF CHAIR, THE HONORABLE GLORIA MOLINA, IN WHICH HE  
9 RESPONDED THAT MY SUGGESTION FOR THE USE OF NONFLAMMABLE GAS-  
10 LIKE STEAM FOR FIREFIGHTING, I'M QUOTING HIM, WOULD NOT BE  
11 POSSIBLE. THAT'S THE END OF THE QUOTATION ON APRIL 18TH, 2005,  
12 ACTING DEPUTY DIRECTOR OF THE DEPARTMENT OF PUBLIC WORKS WROTE  
13 ME A LETTER IN WHICH HE STATES, I'M QUOTING, "AS THE COUNTY  
14 BUILDING OFFICIAL, WE CONCUR WITH CHIEF P. MICHAEL FREEMAN'S  
15 RECENT RESPONSE TO YOU," AND THAT IS TO ME, "REGARDING THE  
16 TECHNICAL MERITS OF YOUR PROPOSAL." THAT'S THE END OF THE  
17 QUOTATION. THIS IS EVIDENCE, IT APPEARS TO ME, THAT THERE IS  
18 NO INTEREST ON THE PART OF THE FIRE DEPARTMENT OR ON THE PART  
19 OF THE DEPARTMENT OF PUBLIC WORKS IN THE DISCUSSION OF  
20 PROSPECTIVE MEANS AND METHODS OF FIGHTING FIRES THAT OCCUR  
21 FROM TIME TO TIME IN HIGH-RISE BUILDINGS. ARCHIE FREEMAN  
22 GATHERS A CONSTANT STREAM OF AWARDS FOR EXCELLENCE IN THIS  
23 BOARD ROOM, AND YET ONE OF THE GREATEST SINGLE FIRE DISASTERS  
24 IN HISTORY, BEING THE 9/11 TRAGEDY IN THE TWIN TOWERS OF  
25 MANHATTAN, LEAVES THE TECHNOLOGY AND MEANS OF FIGHTING SUCH A



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1 FIRE EXACTLY AS THE STATUS OF FIREFIGHTING WAS ON 9/11.  
2 THERE'S JUST NO DIFFERENCE. THE LETTER FROM FIRE CHIEF FREEMAN  
3 AND THE LETTER FROM ACTING DEPUTY DIRECTOR KELLY OF PUBLIC  
4 WORKS OFFERED FLAT, UNCOMPROMISING CONCLUSIONS OF A NEGATIVE  
5 NATURE, THEREBY STATING THAT THESE TWO CIVIL AUTHORITIES ARE  
6 NOT IN ANY MANNER BETTER PREPARED FOR SUCH A FIRE THAN THEY  
7 WERE ON 9/11 IN MANHATTAN. ALL OF WHICH IS RESPECTFULLY  
8 SUBMITTED AND I THANK YOU, MADAM CHAIR.

9

10 **SUP. BURKE:** I'LL MOVE IT.

11

12 **SUP. YAROSLAVSKY:** SECOND.

13

14 **SUP. MOLINA, CHAIR:** ALL RIGHT. BEEN MOVED AND SECONDED. IF  
15 THERE'S NO OBJECTION, SO ORDERED ON ITEM NUMBER 11.

16

17 **SUP. BURKE:** ITEM 105. IT WAS HELD FOR A MEMBER OF THE PUBLIC,  
18 TOO.

19

20 **SUP. MOLINA, CHAIR:** MR. ROBINSON.

21

22 **RICHARD ROBINSON:** MADAM CHAIRWOMAN, MEMBERS. BECAUSE PLANET  
23 EARTH IS ONLY 9,000 MILES IN DIAMETER, THE ENVIRONMENT IS IN  
24 DANGER. MA'AM, BECAUSE SPACESHIP EARTH IS OVERCROWDED, THE  
25 ACCORDS ESTABLISHED BY THE KYOTO PROTOCOL PROCESS ESTABLISHED



**The Meeting Transcript of  
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1 THE EFFECT THAT WILL HELP MOTHER NATURE HELP US DEFEND LIFE.  
2 THE EFFECT IS BRINGING ATTENTION TO TWO LONG-IGNORED REALITIES  
3 ABOUT THE FUTURE OF PLANET EARTH. BECAUSE OF THE RATHER  
4 SHOCKING NATURE OF THE FUTURE OF THIS MEGALOPOLIS, TREES IN  
5 THE COUNTY ARE NOT ONLY AN INTEGRAL PART OF THE NITROGEN CYCLE  
6 THAT SUSTAINS OUR ATMOSPHERE BUT ALSO AN ESTHETE. THE FUTURE  
7 AIN'T WHAT IT USED TO BE, YOGI BERRA. BECAUSE THIS ITEM IS  
8 GOOD FOR THE ENVIRONMENT, I SUPPORT THE LANGFORD STREET  
9 GREENING PROJECT, OLYMPIC BOULEVARD, FORD BOULEVARD, TRIANGLE  
10 MEDIAN, ISLAND LANDSCAPE, IMPROVEMENT AND OTHER TREE PEOPLE  
11 AND THEIR PROJECTS WHICH ARE PROTECTING THE ENVIRONMENT AND  
12 ITS AESTHETIC. THIS CARD SIGNIFIES MY MEMBERSHIP IN THE SIERRA  
13 CLUB. I'VE BEEN A MEMBER FOR YEARS AND ASSOCIATED SINCE THE  
14 '60S WHEN IT WAS YET BUT A TRAVEL CLUB. AS GENERATIONS YET  
15 UNBORN SHALL HAVE BEEN LOOKING IN HINDSIGHT, THEY SHALL HAVE  
16 SEEN YOUR 20/20 VISION AND THE HARD WORK YOU'RE DOING IN ORDER  
17 TO PERFECT GOD'S EVOLVING CREATION. THANK YOU.

18

19 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ROBINSON.

20

21 **SUP. BURKE:** I'LL MOVE IT.

22

23 **SUP. MOLINA, CHAIR:** OKAY. THAT ITEM IS MOVED BY SUPERVISOR  
24 BURKE, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION,  
25 SO ORDERED.



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1

2 **SUP. BURKE:** I'LL CALL UP 132.

3

4 **SUP. MOLINA, CHAIR:** 132. THIS IS THE BUDGET. HEY, DAVID,  
5 YOU'RE ON!

6

7 **C.A.O. JANSSEN:** I HAVE AN HOUR PRESENTATION. [ LAUGHTER ]

8

9 **C.A.O. JANSSEN:** THIRD-HOUR PRESENTATION. THE ONLY THING I  
10 WOULD INDICATE ON THE HALL HAHN OF ADMINISTRATION, IT IS ALSO  
11 INCLUDED IN THE PROPOSED BUDGET SO, IN DELIBERATIONS, WE'LL  
12 HAVE TO DEAL WITH THAT ISSUE TO CONFORM THE ACTION YOU TOOK  
13 TODAY. BUT THE PURPOSE OF THE ITEM TODAY IS TO ACCEPT THE  
14 BUDGET FOR A PUBLIC HEARING, WHICH WOULD BE ON MAY THE 24TH.

15

16 **SUP. MOLINA, CHAIR:** THAT'S WHEN THE PUBLIC HEARINGS WOULD  
17 START?

18

19 **C.A.O. JANSSEN:** IF YOU ACCEPTED THE BUDGET.

20

21 **SUP. MOLINA, CHAIR:** VERY GOOD. ALL RIGHT. THAT IS BEFORE US.

22

23 **SUP. BURKE:** I'LL MOVE IT.

24



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1    **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE. IS THERE A  
2    SECOND? I'LL SECOND IT. SHALL WE CALL THE ROLL?

3

4    **CLERK VARONA-LUKENS:** SUPERVISOR BURKE?

5

6    **SUP. BURKE:** AYE.

7

8    **CLERK VARONA-LUKENS:** SUPERVISOR YAROSLAVSKY?

9

10   **SUP. YAROSLAVSKY:** NO.

11

12   **CLERK VARONA-LUKENS:** SUPERVISOR KNABE?

13

14   **SUP. KNABE:** AYE.

15

16   **CLERK VARONA-LUKENS:** SUPERVISOR ANTONOVICH?

17

18   **SUP. ANTONOVICH:** NO.

19

20   **CLERK VARONA-LUKENS:** AND SUPERVISOR MOLINA?

21

22   **SUP. MOLINA, CHAIR:** AYE. THE BUDGET IS PASSED. WE'LL SET THE  
23   HEARINGS.

24

25   **SUP. BURKE:** I HAVE NOTHING FURTHER.





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1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. SUPERVISOR KNABE, YOUR  
3 SPECIALS.

4

5 **SUP. YAROSLAVSKY:** EXCUSE ME.

6

7 **SUP. MOLINA, CHAIR:** I'M SORRY, DID I MISS YOU? I'M SORRY.  
8 SUPERVISOR YAROSLAVSKY. IT'S GETTING LATE.

9

10 **SUP. YAROSLAVSKY:** I WOULD LIKE TO ASK THAT WE ADJOURN TODAY IN  
11 THE MEMORY OF LILLY KAHN, WHO PASSED AWAY YESTERDAY, I JUST  
12 LEARNED OF IT AND WE'LL GET THE BOARD SECRETARY THE  
13 INFORMATION. SHE IS A RESIDENT OF OUR DISTRICT, MY  
14 NEIGHBORHOOD AND THE MOTHER OF MY GOOD FRIEND, STAN DENNIS AND  
15 KEN KAHN. DIED AFTER A LONG ILLNESS. ALSO ASK THAT WE ADJOURN  
16 IN THE MEMORY OF LLOYD CUTLER, THE FORMER PRESIDENTIAL ADVISOR  
17 WHO SERVED IN THE WHITE HOUSE UNDER PRESIDENT CARTER AND  
18 PRESIDENT CLINTON, WHO PASSED AWAY AT THE AGE OF 87.

19

20 **SUP. MOLINA, CHAIR:** I'D LIKE TO ADD ON THAT. I WORKED WITH  
21 LLOYD CUTLER AT THE WHITE HOUSE.

22

23 **SUP. YAROSLAVSKY:** NO PROBLEM. HE IS SURVIVED BY HIS SECOND  
24 WIFE, ARDIS RHODA WINTON CRAFT, SIX CHILDREN, A SISTER, AND  
25 EIGHT GRANDCHILDREN. I ALSO WANT TO JOIN ON PAT MIRISH. PAT



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1 WAS A-- YOU GOT THAT, VIOLET? JUST WANT TO MAKE SURE, JOIN ON  
2 PAT MIRISH, WHO WAS A CONSTITUENT OF MINE AND A GOOD FRIEND,  
3 VERY ACTIVE IN THE WESTWOOD COMMUNITY AND KNOWN HER FOR AS  
4 LONG AS I'VE BEEN IN PUBLIC OFFICE AND HER HUSBAND, WALTER,  
5 IS-- WALTER MERISH IS ONE OF THE GREAT PRODUCERS IN MOTION  
6 PICTURES AND SHE WAS HIS SOULMATE IN EVERY WAY. DAVID BLEVISS  
7 A LONG TIME FRIEND OF MY OFFICE AND OF MY FAMILY, A WELL-KNOWN  
8 IN THE LABOR ZIONIST MOVEMENT OF THE UNITED STATES. RECENTLY  
9 PASSED AWAY AFTER A LONG ILLNESS. HE WILL BE DEEPLY MISSED BY  
10 ALL OF HIS FRIENDS. HE'S SURVIVED BY HIS WIFE, SHIRLEY,  
11 DAUGHTER, CARMINE, AND A SON, MICHAEL, BROTHER, SIGMUND, AND A  
12 SISTER LILLIAN KATZEN. ASK THAT WE ADJOURN IN MEMORY OF DAISIE  
13 WALKER HAIRSTON, A RESIDENT FOR MORE THAN 50 YEARS IN LAKEVIEW  
14 TERRACE, WHO RECENTLY DIED AT THE AGE OF 74. SHE HAD SERVED  
15 FOR 32 YEARS AT THE SEPULVEDA VETERANS ADMINISTRATION HOSPITAL  
16 AND WAS VERY ACTIVE WITH HER COMMUNITY AND WITH HER CHURCH,  
17 THE FIRST UNITED METHODIST CHURCH. SHE'S SURVIVED BY HER  
18 HUSBAND, FREDERICK, FIVE CHILDREN, ANDREA LOCKE, FREDERICK,  
19 JR., RHONDA JORDON-THOMAS, CHERYL BROCK, AND LOTA HADLEY, 12  
20 GRANDCHILDREN AND ONE GREAT-GRANDCHILD. ROBERT FRANCIS "TEX"  
21 RITTER, A LONG-TIME RESIDENT OF THE SAN FERNANDO VALLEY AND  
22 FOUNDER AND OWNER OF A FAMILY-OPERATED BUSINESS, CHALLENGE  
23 GRAPHICS IN RESEDA, WAS ACTIVE IN THE RESEDA CHAMBER OF  
24 COMMERCE AND HE'S SURVIVED BY HIS WIFE OF 47 YEARS, SALLY  
25 RITTER, 7 CHILDREN, AND 10 GRANDCHILDREN. AND I ALSO WANT TO



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1 JOIN IN SAM ROSS, IF I CAN DO THAT, MR. ANTONOVICH, ADJOURN IN  
2 HIS MEMORY. SAM WAS A-- I THINK THE PREEMINENT TRAFFIC  
3 ENGINEER IN THIS REGION AND WE DEALT WITH HIM AN AWFUL LOT AT  
4 THE CITY, TO A LESSER EXTENT HERE AT THE COUNTY BUT HE WAS A  
5 PROBLEM SOLVER, A GREAT TRAFFIC ENGINEER, BROUGHT A GREAT DEAL  
6 OF WISDOM TO VERY COMPLICATED AND CHALLENGING TRAFFIC GORDIAN  
7 KNOTS AND SOMETIMES IT WORKED AND SOMETIMES WE LIVE WITH THE  
8 CONSEQUENCES BUT SAM NEVER STOPPED TRYING TO FIX AND MITIGATE  
9 TRAFFIC. HE WAS A GREAT TRAFFIC ENGINEER WHO EVERYBODY  
10 IMPLICITLY TRUSTED, DIED AFTER A LONG ILLNESS AND WE'RE VERY  
11 SORRY ABOUT THE LOSS, A GREAT LOSS TO THE CITY OF LOS ANGELES.  
12 THANK YOU, MADAM CHAIR. THOSE ARE MY ADJOURNING MOTIONS.

13

14 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS. MS.  
15 BURKE HAS AN ADDITIONAL ONE.

16

17 **SUP. BURKE:** YES, SUPERVISOR YAROSLAVSKY CALLED TO MY ATTENTION  
18 THE ADJOURNMENT IN MEMORY OF PETER RODINO, THE FORMER  
19 CONGRESSMAN FROM NEW JERSEY, AND HOUSE JUDICIARY COMMITTEE  
20 CHAIRMAN WHO PRESIDED OVER THE HEARINGS TO CONSIDER THE  
21 IMPEACHMENT OF PRESIDENT RICHARD NIXON IN 1974. HE RECENTLY  
22 SUCCUMBED TO CONGESTIVE HEART FAILURE AT THE AGE OF 95. HE'S  
23 SURVIVED BY HIS SECOND WIFE, JOY, A SON, PETER RODINO, III, A  
24 DAUGHTER, MARGARET STANZELLE, THREE GRANDDAUGHTERS AND TWO  
25 GREAT GRANDDAUGHTERS AND CERTAINLY IT WAS MY PLEASURE AND



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1 HONOR TO SERVE WITH HIM AND HE WAS REALLY A GENTLEMAN, SUPER  
2 GENTLEMAN.

3

4 **SUP. MOLINA, CHAIR:** SO ORDERED ON THAT ADJOURNMENT.

5

6 **SUP. YAROSLAVSKY:** THAT'S ALL I HAVE.

7

8 **SUP. MOLINA, CHAIR:** ALL RIGHT. SUPERVISOR KNABE.

9

10 **SUP. KNABE:** YEAH, MADAM CHAIR, I HAVE A NUMBER OF ADJOURNMENTS  
11 BUT I ALSO I'D HELD ITEM 41 AND I HAVE A NUMBER OF QUESTIONS  
12 SO, IF YOU DON'T MIND, I'D LIKE TO CONTINUE ITEM 41 FOR ONE  
13 WEEK.

14

15 **SUP. MOLINA, CHAIR:** OH, I THOUGHT YOU WERE GOING TO BEGIN  
16 ANSWERING ALL OF-- ASKING ALL YOUR QUESTIONS. ALL RIGHT. THAT  
17 ITEM WILL BE CONTINUED.

18

19 **SUP. KNABE:** OKAY. AS WAS MENTIONED, I ALSO WANTED TO JOIN IN  
20 THE ADJOURNMENT, I THINK WE ALL DID, FOR HELEN DE LEON, WIFE  
21 OF RUDY AND LONG-TIME FOURTH DISTRICT RESIDENT AND SHE PASSED  
22 AWAY FINALLY AFTER A LONG BATTLE WITH CANCER. ALSO THAT WE  
23 ADJOURN IN MEMORY OF JAIE HIROMI WALLACE, WHO PASSED AWAY ON  
24 SUNDAY, MOTHER'S DAY. SHE WAS 52 YEARS OLD. SHE ALWAYS HAD A  
25 POSITIVE, UPLIFTING THING TO SAY TO EVERYONE SHE CAME IN



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1 CONTACT WITH AND WILL BE REMEMBERED BY HER COMMITMENT AND CAN-  
2 DO ATTITUDE THAT INSPIRED HER FAMILY AND FRIENDS THROUGHOUT  
3 THE YEARS. SHE WAS JUST A FANTASTIC EXAMPLE OF UNSELFISHNESS  
4 AND LOYALTY TO HER COWORKERS AND MANY FRIENDS AT HER PLACE OF  
5 EMPLOYMENT AND HER FIGHT WITH CANCER. SHE'S SURVIVED BY HER  
6 HUSBAND, GOOD FRIEND, MR. ED WALLACE. ALSO WE ADJOURN IN  
7 MEMORY OF MR. DON PHILLIPS, SR., FORMER LONG BEACH CITY  
8 COUNCIL MEMBER AND, AS MANY OF YOU KNOW, THE FORMER, VERY  
9 COLORFUL FORMER CHICKEN POT PIE MERCHANT, PROMOTED DOWNTOWN  
10 DEVELOPMENT. HE DIED AT HIS BEACH HOME AT THE AGE OF 79. HE  
11 WAS ON THE CITY COUNCIL FROM 1972 THROUGH 1978. HIS SON, DON  
12 PHILLIPS, JR. SAID HIS FATHER ALWAYS WANTED TO HELP PEOPLE. HE  
13 BOUGHT THIS CHICKEN POT PIE BUSINESS IN 1960 AND RENAMED IT  
14 PHILLIP'S CHICKEN PIE SHOP AND EXPANDED IT MANY TIMES. HE WAS  
15 ALSO VERY ACTIVE IN THE DOWNTOWN LONG BEACH ASSOCIATES, THE  
16 ELK'S CLUB, THE 49ER ATHLETIC FOUNDATION AND VISITOR'S  
17 COUNCIL. IN 1974, HE WAS APPOINTED BY GOVERNOR RONALD REAGAN  
18 TO THE REGIONAL COASTAL CONSERVATION COMMISSION. HE RETIRED  
19 FROM HIS BUSINESS ABOUT TWO YEARS AGO. HE'S SURVIVED BY HIS  
20 CHILDREN, KATHY, JULIE, DON, RON AND STEPDAUGHTER, LISA. ALSO  
21 THAT WE ADJOURN IN MEMORY OF TOMMY EDWARD SCOTT, WHO WAS THE  
22 FIRST LAX POLICE OFFICER KILLED IN THE LINE OF DUTY. HE WAS A  
23 FOUR-YEAR LAX POLICE VETERAN AND WENT OUT OF HIS WAY TO  
24 WELCOME NEW OFFICERS TO HIS DEPARTMENT. HE'S GOING TO BE  
25 GREATLY MISSED BY HIS FAMILY AND FRIENDS. ALSO THAT WE ADJOURN



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1 IN MEMORY OF JACK GABRIEL, A PILOT WHO WAS SHOT DOWN WORLD WAR  
2 II, WHO ESCAPED CAPTURE THANKS TO FRENCH UNDERGROUND, PASSED  
3 AWAY AT THE AGE OF 82. HIS SON, MIKE, CO-DIRECTED DISNEY'S  
4 "POCAHONTAS" AND THE "RESCUERS DOWN UNDER" AND WANTS TO MAKE A  
5 MOVIE ABOUT HIS FATHER'S WARTIME ADVENTURES IN OCCUPIED  
6 FRANCE. HE'S SURVIVED BY HIS CHILDREN, JEANNETTE, PATRICE,  
7 LAURETTE, MIKE, JACK, ROBERT, STEPHEN, THOMAS, BRIAN AND ED,  
8 BROTHERS, DICK AND BOB, SISTER, MARY JO AND 21 GRANDCHILDREN.  
9 ALSO THAT WE ADJOURN IN MEMORY OF BETTY HESSE, A LONG-TIME  
10 RESIDENT, AND HELPED CREATE THE CITY OF RANCHO PALOS VERDES  
11 AND SHE PASSED AWAY IN ANN ARBOR, MICHIGAN, AT THE AGE OF 78.  
12 THEY HAVE A WONDERFUL PARK NAMED AFTER THEIR FAMILY. SHE'S  
13 SURVIVED BY HER SIX CHILDREN AND NINE GRANDCHILDREN. ALSO THAT  
14 WE ADJOURN IN MEMORY OF WILLIAM MACCABE, A LONG-TIME TORRANCE  
15 ATTORNEY AND ROLLING HILLS ESTATES RESIDENT, A PROFESSOR AT  
16 LONG BEACH COLLEGE, ALUMNI OF LOS ANGELES CITY COLLEGE, U.S.C.  
17 AND EL CAMINO, VERY ACTIVE IN LOCAL COMMUNITY AND LEGAL  
18 CIRCUIT. HE'LL BE GREATLY MISSED BY HIS WIFE, CHILDREN AND THE  
19 REST OF HIS FAMILY. ALSO THAT WE ADJOURN IN MEMORY OF JENNIE  
20 MARKS, WHO PASSED AWAY AT THE AGE OF 86. SHE WAS VERY ACTIVE,  
21 SUPER MOTHER AND WIFE AND MUCH LOVED BY HER FAMILY. SHE'S  
22 SURVIVED BY HER HUSBAND, EARL, THREE SONS, WILLIAM, DENNIS,  
23 RONALD, DAUGHTER, MARCY, AND HER BELOVED GRANDCHILDREN AND  
24 GREAT GRANDCHILDREN. AND WE ADJOURN IN MEMORY OF CEDRIC OLSON,  
25 A FORMER REDONDO BEACH AND TORRANCE RESIDENT. HE WAS A MANAGER





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1 OF THE REDONDO BEACH CHAMBER THROUGHOUT THE '60S AND WAS VERY  
2 ACTIVE IN THE SOUTH BAY BUSINESS COMMUNITY. FINALLY, THAT WE  
3 ADJOURN IN MEMORY OF ETHEL SMALLWOOD, WHO PASSED AWAY AT THE  
4 AGE OF 81. SHE AND ROBERT MOVED TO LONG BEACH IN DECEMBER OF  
5 '45 AND SHE WAS VERY ACTIVE AS PLAYGROUND SUPERVISOR WITH THE  
6 CITY AND SERVED THE COMMUNITY FOR 25 YEARS AS A NURSE AS WELL  
7 AT RANCHO LOS AMIGOS. SHE WAS VERY ACTIVE IN P.T.A., HAMILTON  
8 AND JORDAN HIGH SCHOOLS. SHE'S SURVIVED BY HER HUSBAND,  
9 ROBERT, SONS, ROBERT, DOUG, DAUGHTERS MARILYN, DEANA, SEVERAL  
10 GRANDCHILDREN AND GREAT GRANDCHILDREN AND A SISTER, DELLA. SHE  
11 IS PRECEDED IN DEATH BY HER GRANDDAUGHTER, CHRISTY. THOSE ARE  
12 MY ADJOURNMENTS.

13  
14 **SUP. MOLINA, CHAIR:** ALL RIGHT. I THINK THAT ALL MEMBERS WOULD  
15 LIKE TO JOIN ON THE POLICE OFFICER FROM LAX. SO ORDERED ON  
16 THOSE ADJOURNMENTS. ALL RIGHT. THAT CONCLUDES ALL OF THE  
17 ITEMS. WE HAVE PUBLIC COMMENT. WE HAVE ROSITA M. GORDON. MISS  
18 GORDON? GONE? CARL POPULUS. MR. POPULUS IS ALSO GONE? MISS  
19 RONE ELLIS, PLEASE JOIN US. MORRIS GRIFFIN IS NOT HERE. I  
20 THINK HE...

21  
22 **SUP. ANTONOVICH:** HE'S COMING UP-- IT'S ABOUT-- ALMOST GOING TO  
23 BE 5:00 A.M. FOR THE PEOPLE WHO HAVE BEEN WATCHING THIS  
24 PROGRAM THROUGH THE NIGHT AND EARLY MORNING BUT I'VE JUST BEEN  
25 NOTIFIED THAT OUR REGISTRAR-RECORDER HAS ABOUT ONE MILLION



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1 SIGNATURES TO BE VERIFIED. WHAT IS THE PROCESS IN THE TIME  
2 LINE? PERHAPS YOU CAN TELL US NEXT WEEK, MR. JANSSEN.

3

4 **C.A.O. JANSSEN:** WE'LL REPORT BACK ON THAT. THEY SAID THEY ARE  
5 OVERWHELMED.

6

7 **SUP. MOLINA, CHAIR:** OH, BOY. ALL RIGHT. WE ALSO HAVE MARG  
8 WEEMS. IS MISS WEEMS HERE? OH, PLEASE JOIN US. AND WE HAVE DR.  
9 GENEVIEVE CLAVREUL. MISS ELLIS, PLEASE PROCEED.

10

11 **RONE C. ELLIS:** IT'S GOOD TO SEE THE FIVE OF YOU HAVE RETURNED  
12 BACK, AT LEAST ON THE SURFACE OF THINGS, SAFELY. I NEED SOME  
13 HELP. SHOULD I SPECIFY?

14

15 **SUP. MOLINA, CHAIR:** YES. I'M ASKING YOU TO START, MISS ELLIS.

16

17 **RONE C. ELLIS:** OH, REALLY? OKAY. I NEED A NEW KIND OF  
18 UNALLOCATED HOUSING SITUATION, AND I NEED RETRIEVAL OF DAMAGED  
19 AND ILLEGALLY POSSESSED PROPERTY. THANK YOU!

20

21 **MARGE WEEMS:** MY NAME IS MARGE WEEMS. I'M FROM WEST HILLS.  
22 THANK YOU FOR HEARING ME. I'LL TRY TO READ THIS RAPIDLY. I  
23 RESPECTFULLY REQUEST A FULL INVESTIGATION INTO L.A. COUNTY  
24 ANIMAL CONTROL FOR THE FOLLOWING REASONS. MARCH 15TH THIS  
25 YEAR, SHERRY KOENIG AND DENISE ROSEN CAME TO OUR HOME FOR A



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1 PROBATION INSPECTION. KOENIG WALKED UP TO MY GROWN DAUGHTER'S  
2 RESIDENCE WITH HER CAMERA IN HER HAND, PULLED THE DOOR OPEN  
3 WITHOUT KNOCKING AND AND WITHOUT A WARRANT. MY DAUGHTER WAS  
4 ASLEEP NAKED ON HER BED IN FULL VIEW. INSPECTING MY RESIDENCE  
5 IS ONE THING. SHE IS NOT ON PROBATION. HER FOURTH AMENDMENTS  
6 RIGHTS WERE VIOLATED. ALSO, WITH A CAMERA, IF A DIGITAL PHOTO  
7 WAS TAKEN OF HER, WE DEMAND IT BE DESTROYED. DIGITAL CAMERAS  
8 HOOK INTO THE INTERNET AND THIS COULD BE SHOWN AROUND THE  
9 WORLD. SHE WAS A CHILD STAR AND THIS IS A VIOLATION OF HER  
10 RIGHT TO PRIVACY AND THE FOURTH AMENDMENT OF ENTRY WITHOUT A  
11 WARRANT. 2.5.05: KOENIG, WIRE A WEAPON INTO THE LANCASTER  
12 MICHAEL ANTONOVICH COURTHOUSE, FEBRUARY 25TH, 8:30 A.M., JUDGE  
13 LISA CHUNG'S COURTROOM, A-19. 2.28: SHERRY KOENIG AGAIN WORE A  
14 WEAPON INTO THE VAN NUYS COURTHOUSE AND WAS PHYSICALLY REMOVED  
15 BY A BAILIFF AND HER WEAPON CONFISCATED BY THE SHERIFF. 3.17:  
16 SHERRY KOENIG THUMBED HER NOSE AT THE SHERIFF AGAIN AND WORE A  
17 WEAPON INTO THE VAN NUYS COURTHOUSE. KOENIG WAS AGAIN REMOVED  
18 BY THREE SHERIFFS AND HER WEAPON CONFISCATED. 3.17: SHERRY  
19 KOENIG TOLD ATTORNEY RICHARD SHERMAN THAT MAY ALDER TOLD HER  
20 SHE COULD WEAR A .9 MILLIMETER IN THE COURTROOM IF SHE WANTED.  
21 3.17: FOUR S.P.C.A. EMPLOYEES WERE TAKEN FROM THE SAME  
22 COURTROOM WITH THEIR SIX 9 MM WEAPONS CONFISCATED FROM THEM.  
23 THEY WERE INVITED BY KOENIG. 3.17: JUDGE PIERCE STATED THAT  
24 SHE FELT SHE FELT THAT THE S.P.C.A. EMPLOYEES WERE IN THE  
25 COURTROOM TO COERCE A WITNESS, ME, AND DEMANDED AN EXPLANATION



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1 FROM DA WATSON AFTER FIVE MINUTES OF SPUTTERING AND BABBLING  
2 DENIALS OF EVEN KNOWING THEM OR EVER SPEAKING TO THEM, WHICH  
3 WE SAW HER DOING SO IN THE COURTROOM. SHE CONFESSED TO THE  
4 JUDGE THAT SHERRY KOENIG AND THE S.P.C.A. HAD BEEN WORKING  
5 AGAINST MISS WEEMS ON THE CASE SINCE 2001. FUNNY HOW THAT  
6 WORKS. MISS WEEMS SUED THE S.P.C.A. AND L.A. ANIMAL CONTROL  
7 FOR RACKETEERING IN THE HOBBS ACT. COULD THIS BE RETALIATORY  
8 MALICIOUS PROSECUTION BY L.A. COUNTY ANIMAL COUNTY CONTROL  
9 CONSPIRING WITH COMPETITIVE SPCA TO TAKE OVER MISS WEEMS'  
10 NONPROFIT? COULD THIS BE A VENDETTA BY MARSHA MAYATA THAT MISS  
11 WEEMS DID A WHISTLE BLOWER ON MAYATA'S FORMER, SILICONE VALLEY  
12 HUMANE SOCIETY AND THE S.P.C.A. WITH THE D.M.V. AND THAT ALL  
13 EXEMPT LICENSE PLATES WERE REMOVED FROM THEIR VEHICLES BECAUSE  
14 THEY SIGNED UNDER PENALTY OF PERJURY THEY WERE A STATE AGENCY  
15 ENTITLED TO FREE PLATES, THEREBY DEFRAUDING THE STATE OF  
16 CALIFORNIA? DA WATSON ADMITTED THAT SHERRY KOENIG HAD SENT  
17 THEM AN E-MAIL TO COME IN TO INTIMIDATE A WITNESS WITH THEIR  
18 SIX 9 MILLIMETERS. MANY CRIMES HAVE BEEN COMMITTED BY ANIMAL  
19 CONTROL PERSONNEL. THESE CRIMES CAN NO LONGER BE IGNORED.  
20 ANIMAL CONTROL IS OUT OF CONTROL. IF YOU NOTE ON THE D.M.V.  
21 LETTER DATED NOVEMBER 15TH AND CHECK THAT, WHEN MISS WEEMS WAS  
22 RAIDED, SHE WAS RAIDED FIVE DAYS LATER BY MARSHA MAYATA. AND  
23 ALSO ASSAULT AND BATTERED ON THAT DATE. ADMISSIONS ARE NOW ON  
24 THE COURT RECORD THAT L.A. ANIMAL CONTROL CONSPIRED WITH  
25 S.P.C.A. SINCE 2001.



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1

2 **SUP. MOLINA, CHAIR:** DO YOU WANT TO SUMMARIZE, MISS WEEMS.

3

4 **MARGE WEEMS:** I'M REQUESTING ALSO AN INVESTIGATION OF VAN NUYS  
5 AND MALIBU COURTHOUSE AND D.D.A. WATSON, WHO HAS BEEN  
6 COMMITTING PERJURY UPON THE COURT, LYING AND CONSPIRING. SHE  
7 ALSO HAD IN HER POSSESSION STALKING NOTES FOR OVER A YEAR  
8 WHICH PUT MY LIFE IN DANGER. THERE ARE 75 POLICE REPORTS THAT  
9 HAVE NOT BEEN ACTED ON AT THE VAN NUYS COURTHOUSE...

10

11 **SUP. MOLINA, CHAIR:** MISS WEEMS?

12

13 **MARGE WEEMS:** ...INCLUDING MY DAUGHTER BEING SEXUALLY ASSAULTED  
14 BY ANIMAL CONTROL OFFICER AND HE JUST GOT PROMOTED AND A PAY  
15 RAISE FOR THAT.

16

17 **SUP. MOLINA, CHAIR:** MISS WEEMS, MISS WEEMS, MISS WEEMS, YES.  
18 THANK YOU. MISS WEEMS, MISS WEEMS.

19

20 **MARGE WEEMS:** I REQUEST THAT THOSE COMPLAINTS GO TO D.A.  
21 COOLEY, PLEASE.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU, MISS WEEMS. AGAIN, YOU CAN  
24 DIRECT THEM TO MR. COOLEY YOURSELF. WE DO HAVE YOUR LETTER AND  
25 WE WILL SEND IT TO HIM.



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1

2 **MARGE WEEMS:** THERE IS DOCUMENTS, EXHIBITS ON THE BACK.

3

4 **SUP. MOLINA, CHAIR:** VERY GOOD. WE WILL SEND THAT-- MOVE THAT  
5 FORWARD. THANK YOU SO MUCH. DR. CLAVREUL.

6

7 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON. I JUST WANT TO TAKE MY  
8 TIME AT PUBLIC COMMENT TO SAY THAT THANK YOU SO MUCH FOR THE  
9 MEETING OF TODAY. THAT'S GOT TO BE A PERFECT EXAMPLE TO GIVE  
10 STUDENTS IN MANAGEMENT ON TWO ISSUES: HOW NOT TO CONDUCT A  
11 MEETING AND HOW NOT TO BE A MANAGER. YOU DID THE BIGGEST ERROR  
12 IN MANAGEMENT WHAT CAN BE MADE. YOU HAD NAVIGANT TODAY WERE  
13 THREATENING YOU TO QUIT. YOU SHOULD LET THEM GO AHEAD AND DO  
14 IT, QUIT. THE MINUTE A CONTRACTOR OR AN EMPLOYEE THREATENS YOU  
15 ON ANY MATTER, THEY SHOULD BE MADE TO GO. BUT, OF COURSE, YOU  
16 KNOW, WE SPEND THREE HOURS NOT EVEN DEALING WITH THE  
17 SITUATION. YOU, SUPERVISOR MOLINA, KEPT SAYING HOW CONCERNED  
18 YOU WERE WITHOUT THE LACK OF INFORMATION, THE  
19 MISREPRESENTATION AND ALL OF THAT AND YOU GIVE A RAISE BOTH TO  
20 GARTHWAITE A FEW MONTHS AGO AND TO NAVIGANT. IS THAT SOMETHING  
21 WRONG IN THAT PICTURE? BUT YOU KNOW WHAT'S SO WONDERFUL,  
22 EXCEPT, YOU KNOW, EXCEPT FOR SUPERVISOR ANTONOVICH, AND IT'S  
23 NOT BECAUSE HE'S MY SUPERVISOR BUT IT'S BECAUSE HE HAS ASKED  
24 SOME TOUGH QUESTIONS, BUT I THINK, YOU KNOW, WHAT YOU'RE DOING  
25 RIGHT NOW IS WONDERFUL BECAUSE IT'S GOING TO GIVE US GROUND TO





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1 GO FOR REDISTRICTING, GO FOR EXPANSION OF THE BOARD. YOU ALL  
2 NEED TO RERUN FOR THOSE POSITIONS BECAUSE YOU DON'T DESERVE  
3 THEM. YOU HAVE DONE VERY BAD FOR THE PUBLIC OF L.A. COUNTY.  
4 AND YOU, ZEV, YOU CAN SMILE. I DON'T CARE, YOU KNOW? HOW MUCH  
5 THE UNION IS PAYING YOU TO SUPPORT, YOU KNOW, YOUR STATEMENT.  
6 WHAT DEAL YOU MADE WITH NAVIGANT TO AGREE TO, YOU KNOW, I'D  
7 LIKE TO KNOW. I'D LIKE TO BE A LITTLE MOUSE ON THE WALL TO  
8 LISTEN TO THOSE DEALS. I AM VERY CAREFUL. BUT I'VE SAID, YOU  
9 KNOW, YOU HAVE NO REASON TO GIVE MORE MONEY TO NAVIGANT FOR  
10 NONPERFORMING. AND, YOU KNOW, REPEATEDLY, WE HAVE ASKED FOR  
11 INDEPENDENT NURSES TO BE OVER VIEWING AT KING DREW AND I  
12 SUGGEST YOU LOOK UP THE TERM "INDEPENDENT" IN THE DICTIONARY  
13 AND WHAT INDEPENDENT WHAT IT MEANS. IT DOES NOT MEAN BY  
14 NAVIGANT TO REVIEW WHAT MANAGEMENT IS DOING, BECAUSE EVIDENTLY  
15 THEY'RE NOT DOING THE JOB. THEY ARE SO WELL PAID AND DOING SO  
16 WELL, WE HAVE TO ASK AN EXTENSION TO C.M.S. TO GIVE THE  
17 REPORT. BUT THAT'S OKAY. IT'S NOT YOUR MONEY. THAT'S THE MONEY  
18 OF THE PUBLIC. WHAT'S 41.8 MILLION? YOU GIVE A DAMN. THIS IS  
19 NOT YOUR MONEY. AND IT'S NOT YOU WHO'S BEING TREATED AT KING  
20 DREW, IT'S NOT YOU WHO HAS TO RECEIVE THE SERVICES AT KING  
21 DREW. YOU PUTTING THE LIFE IN JEOPARDY OF A LOT OF PEOPLE. IS  
22 BAD BEHAVIOR GOING ALL THE TIME AND YOU START AT THE TOP. SO  
23 IT START WITH YOU AND IT SHOULD STOP WITH YOU. AND LIKE I SAY  
24 MANY TIMES, DR. GARTHWAITE SHOULD BE DISMISSED AS WELL AS FRED  
25 LEAF. THANK YOU.



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2   **SUP. MOLINA, CHAIR:** THAT CONCLUDES ALL OF THE PUBLIC COMMENT.  
3   IF I CAN GET THE EXECUTIVE OFFICER TO READ US INTO CLOSED  
4   SESSION.

5

6   **CLERK VARONA-LUKENS:** IN ACCORDANCE WITH BROWN ACT  
7   REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF  
8   SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS ITEM CS-  
9   5, CONFERENCE WITH LABOR NEGOTIATORS DAVID E. JANSSEN, AND  
10   DESIGNATED STAFF AS INDICATED ON THE POSTED AGENDA. ITEM CS-1,  
11   CS-2 AND CS-4 ARE CONTINUED ONE WEEK. THANK YOU.

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REPORTER'S CERTIFICATE

I, JENNIFER A. HINES, Certified Shorthand Reporter  
Number 6029/RPR/CRR qualified in and for the State of  
California, do hereby certify:

That the transcripts of proceedings recorded by the  
Los Angeles County Board of Supervisors  
were thereafter transcribed into typewriting under my  
direction and supervision;

That the transcript of recorded proceedings as  
archived in the office of the reporter and which  
have been provided to the Los Angeles County Board of  
Supervisors as certified by me.

I further certify that I am neither counsel for, nor  
related to any party to the said action; nor  
in anywise interested in the outcome thereof.

IN WITNESS WHEREOF, I have hereunto set my hand this  
16th day of May 2005, for the County records to be used only  
for authentication purposes of duly certified transcripts  
as on file of the office of the reporter.

JENNIFER A. HINES

CSR No. 6029/RPR/CRR